

# QEHS - SUPPLY CHAIN MINIMUM EXPECTATIONS DOCUMENT

Document Number	Title	Date	Revision
QEHS-SW-ZZ-002001	QEHS – EXPECTATIONS DOCUMENT	25/08/2025	00
Creator / Owner		Reviewer (Optional)	Current Approver
Louis Kroucamp		Nemanja Jovanovic	Tony Sheridan

## Revision History

Revision	Date	Change Description	Approver
00	04/08/2025	Initial Creation	Tony Sheridan

## Classification Code: A code needs to be selected from below.

<b>Confidential:</b> Highly sensitive information, very limited access	<input type="checkbox"/>
<b>Restricted:</b> Specific team or department access only.	<input type="checkbox"/>
<b>Internal Use:</b> Company wide access	<input type="checkbox"/>
<b>General:</b> Business partners (clients, supply chain, subcontractors) and prospect employees	<input type="checkbox"/>
<b>Public:</b> Openly shared	<input checked="" type="checkbox"/>

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**# SECTION 1 ENVIRONMENTAL, HEALTH & SAFETY: PRE-COMMENCEMENT REQUIREMENTS - EHS**

1. **Local Statutory Requirements: (This section should be adopted to incorporate local statutory requirements)**
- a. **EU / Greater European Region, Sub-Contractor Compliance Statement**  
The Sub-Contractor hereby confirms that they will fully review and adhere to the following European Union-wide compliance obligations when operating in any EU Member State, compliance obligations are applicable to all regions where we operate, not only limited to the EU.
  - b. The Sub-Contractor hereby confirms that they will fully review and adhere to the following European Union-wide compliance obligations, in accordance with applicable EU legislation and international standards including ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), and ISO 45001:2018 (Occupational Health and Safety Management)
  - c. **Legal Right to Work in the EU**  
Sub-Contractors must ensure that all personnel are legally entitled to work in the host EU Member State by providing:
    - i. EU Nationals: National identification number and registration with the local employment system.
    - ii. Non-EU Nationals: Valid work visa and, where applicable, A1 certificate and works declaration or equivalent.
    - iii. Cross-border Workers: Proof of social security contributions under Regulation (EC) No 883/2004.
    - iv. The legal right to work extends to all regions and contractors shall ensure that they conform to the statutory requirements of all regions in including the European Union, United Kingdom, Switzerland etc.
  - d. **Competency and Training**  
All workers must demonstrate appropriate training and qualifications, including:
    - i. Recognized safety certifications (e.g., B-VCA, VOL-VCA, CSCS, IPAF, PASMA, Safe Pass, MASE).
    - ii. Valid passport or national ID.
    - iii. Role-specific certifications (e.g., crane operators, electricians, MEWP operators) recognized by the host country.
    - iv. Compliance with ISO 45001:2018 Clause 7.2 on competence and Clause 7.3 on awareness.
  - e. **Health and Safety Compliance, Sub-Contractors must comply with:**  
Council Directive 92/57/EEC or the implementation of minimum safety and health requirements at temporary or mobile construction sites, which mandates:
    - i. Appointment of safety coordinators.
    - ii. Development of a Health and Safety Plan.
    - iii. Notification to authorities for large-scale projects.
    - iv. Coordination of all parties involved to ensure safety
  - f. Directive 89/391/EEC (OSH Framework Directive), which introduces general principles of prevention and worker protection.
  - g. ISO 45001:2018, including:
    - i. Clause 5.4: Worker consultation and participation.
    - ii. Clause 8.1.4.2: Management of Sub-contractors.
    - iii. Clause 10.2: Incident investigation and corrective action.
  - h. **Environmental and Quality Management**  
Sub-Contractors must align with:
    - i. ISO 14001:2015 for environmental management, including waste handling, emissions control, and site impact mitigation.
    - ii. ISO 9001:2015 for quality management, ensuring consistent service delivery, documented processes, and continuous improvement.

	<ul style="list-style-type: none"> <li>i. Labour and Employment Law Sub-Contractors must comply with: <ul style="list-style-type: none"> <li>i. National labour laws of the host Member State, including employment contracts, working hours, minimum wage, and collective agreements.</li> </ul> </li> <li>j. EU directives such as Directive 2003/88/EC on working time and Directive 2019/1152/EU on transparent and predictable working conditions.</li> <li>k. Subcontracting and Supply Chain Control <ul style="list-style-type: none"> <li>i. No more than two tiers of subcontracting are permitted unless formally approved.</li> <li>ii. All sub-contractors must meet the same compliance obligations and be subject to performance monitoring under ISO 45001 Clause 8.1.4.2.</li> </ul> </li> </ul> <p><b>NOTE:</b> This statement forms part of the Sub-Contractor's binding obligations under EU laws and international standards. Non-compliance may result in corrective actions, suspension, or termination of contract.</p>
2.	<p><b>Declaration of Tools &amp; Conformity:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall supply prior to site engagement, a list of all tools, equipment, machinery, platforms, ladders, scaffolds &amp; any other fall arrest, or prevention equipment.</li> <li>b. For equipment that requires maintenance &amp; 3rd party certification, the Sub-contractor shall supply copies of records &amp; certification prior to site engagement.</li> <li>c. Inspection frequency should follow the stricter of local or Mercury standards (i.e. highest takes precedence) e.g., MEWP inspections every 6 months in UK/Ireland, 12 months in the Netherlands for example)</li> <li>d. The Sub-contractor is responsible for the equipment brought to the site and maintenance of same.</li> <li>e. The Sub-Contractor shall ensure that all mobile equipment is identifiable by company name.</li> <li>f. <b>Dust Extraction &amp; Suppression is mandatory</b> for all sub-contractors where respirable, or any other harmful airborne particulate matter will be generated as a result of construction works: <ul style="list-style-type: none"> <li>i. All Tools that generate dust through cutting, grinding, sanding or drilling etc shall be fitted with approved dust extraction devices.</li> <li>ii. All Sub-Contractors shall provide vacuums / hoovers / squeegees for cleaning - brushes are not permitted for sweeping internally.</li> <li>iii. All dust extractors or vacuum devices shall be fitted with HEPA filters.</li> </ul> </li> </ul>
3.	<p><b>Site Induction Conformity:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall ensure that any person (worker, consultant, supervisor, management, director or other representative) adheres to the site induction requirements. <ul style="list-style-type: none"> <li>i. Client Induction.</li> <li>ii. Online Induction.</li> <li>iii. Onsite Orientation induction.</li> <li>iv. Proof of RAMS Induction / Orientated on RAMS / Risk Assessment and Safe Systems of Work/ Procedures contents.</li> </ul> </li> </ul>
4.	<p><b>Administrative Requirements:</b></p> <p>The Sub-contractor shall ensure that they adhere to the administrative requirements prior to site engagement:</p> <ul style="list-style-type: none"> <li>a. Mercury Pre-qualification process.</li> <li>b. Prior to commencement the Sub-contractor shall ensure that the following is submitted: <ul style="list-style-type: none"> <li>i. Site specific RAMS in English and kept internally by Sub-contractor and in the native language of all workers.</li> <li>ii. Safety, Quality, Environmental, Training Policies.</li> <li>iii. A health &amp; safety statement / plan.</li> <li>iv. Additional methodologies where applicable.</li> <li>v. A training matrix for all personnel allocated to site including competency evidence.</li> <li>vi. An organizational chart of the project &amp; company structure.</li> <li>vii. Competency certificates for all personnel as indicated in the training matrix.</li> <li>viii. Design risk assessments &amp; installation methodology for any temporary works, platforms, special excavations, formwork, falsework, structural supports etc.</li> <li>ix. The site health &amp; safety plan is reviewed and implemented as applicable.</li> <li>x. Temporary works information.</li> <li>xi. Fully Adhere to BIMDOCS / ACC / Autodesk Administrative requirements outlined below.</li> </ul> </li> </ul>

5.	<p><b>Audit Plan:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall submit an audit plan that stipulates how the effectiveness of health &amp; safety compliance and performance will be monitored.</li> <li>b. No audit frequency exceeds more than one-month intervals.</li> </ul>
6.	<p><b>Supply of Dedicated EHS Personnel:</b></p> <ul style="list-style-type: none"> <li>a. 1 x full time qualified safety professional required on site at all times. (For Sub-contractors who will employ more than 20 people in total per project)</li> <li>b. Furthermore, and additional EHS person for every 75 workers involved in the project.</li> <li>c. Note and additional EHS person shall be provided irrespective of the numbers listed above if it is determined that the risk justifies the presence of an EHS person.</li> </ul>
7.	<p><b>SOR's:</b></p> <ul style="list-style-type: none"> <li>a. Each stakeholder: Sub-contractor, client, consultant, OFCI / DPP etc shall adhere to the Mercury SOR (Safety Observation Report) Program.</li> <li>b. Each person involved in the project shall complete at least 2x Safety Observation Reports weekly.</li> <li>c. Each responsible person for an entity shall ensure that these targets are tracked &amp; the program is adhered to.</li> </ul>
8.	<p><b>The Sub-Contractor shall supply:</b></p> <ul style="list-style-type: none"> <li>a. Sufficient barricading &amp; other equipment for workplace exclusion. <ul style="list-style-type: none"> <li>i. Hard Barricading is Mandatory for all sub-contractors; barricading tape is not permitted.</li> </ul> </li> <li>b. Sufficient task light if needed (under raise access floors or any other unlit areas).</li> <li>c. Workbenches with clamping technology, including fit for purpose cutting stations with cold cutting blades &amp; acoustic barriers to secure all applicable types of equipment.</li> <li>d. Working at heights equipment as per the principles of prevention &amp; hierarchy of controls.</li> <li>e. Administrative equipment to enable provision of HRA signage.</li> <li>f. Environmental protection equipment such as drip trays &amp; spill kits or secondary containment is mandatory.</li> <li>g. Safe means of storage for all forms of tools, equipment &amp; other resources such as storage containers for general &amp; equipment and COSHH stores / chemical stores for any chemicals brought onto site, fire extinguishers, first aid kits etc are all mandatory.</li> </ul>
9.	<p><b>Fire Extinguishers:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall supply its own firefighting / fire prevention equipment and may not utilize the equipment within the construction site, unless in case of emergency.</li> </ul>
10.	<p><b>The Sub-contractor will supply the following in terms of environmental matters:</b></p> <ul style="list-style-type: none"> <li>a. Impact &amp; aspect assessment</li> <li>b. Waste management plan.</li> <li>c. Environmental management plan.</li> <li>d. List of all chemicals with MSDS's on excel spreadsheet with pictograms.</li> <li>e. Technical Data Sheets on all assets, consumables &amp; construction materials used in the construction phase, this includes maintenance materials &amp; consumables as well.</li> </ul>
11.	<p><b>Training Requirements:</b></p> <ul style="list-style-type: none"> <li>a. Manual Handling Training is Mandatory for all sub-contractor staff; Sub-Contractors may utilize the Mercury online manual handling training program upon request.</li> <li>b. The Sub-contractor shall ensure that enough personnel are qualified in their field of study / discipline. (matrix included for guidance) <ul style="list-style-type: none"> <li>a. A Training Matrix based on SOW shall be submitted by the Sub-contractor, reviewed &amp; approved by the project EHS lead.</li> </ul> </li> <li>c. Sub-Contractors involved in design shall be in possession of: <ul style="list-style-type: none"> <li>a. The Basic mandatory safety training for each region worked in. (VCA, BTP, SSTS etc)</li> <li>b. All Sub-Contractor assigned site managers / site supervisors shall complete within 1 month of project commencement Mercury Black Hat training and SVSM training within 3 months of starting on the project.</li> </ul> </li> </ul>
12.	<p><b>Compulsory Meetings:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall ensure that the site pre-engagement meeting as well as a kick-off meeting is completed and all actionable items resolved within the allotted time given.</li> <li>b. DABS Meetings attended <b>daily</b>.</li> </ul>

	<ul style="list-style-type: none"> <li>c. Whiteboard Meetings attended <b>daily</b>.</li> <li>d. <b>Weekly</b> EHSQ Meetings attended, NOTE: <ul style="list-style-type: none"> <li>i. A Management representative shall be in attendance at the weekly EHSQ meeting.</li> <li>ii. A Workers representative shall be in attendance at the weekly EHSQ meeting, this person may not be part of the management team and shall be independently nominated by the workforce.</li> </ul> </li> </ul>
13.	<p><b>4 – Week Lookaheads:</b></p> <ul style="list-style-type: none"> <li>a. As a minimum, all Sub-contractors shall provide a detailed 4-week lookahead in relation to all upcoming works, information contained within the lookaheads shall include the following: <ul style="list-style-type: none"> <li>i. Upcoming works, location, &amp; details of staff &amp; supervision.</li> <li>ii. Specific focus for upcoming HRA;s, their location, the nature of the work, the duration of the tasks etc.</li> <li>iii. Upcoming deliveries &amp; Lifting.</li> <li>iv. Any activities that may restrict or block access routes or alter site layouts.</li> <li>v. Any upcoming activities that may enable significant risks or co-activities.</li> </ul> </li> </ul>
14.	<p><b>Lifting &amp; Rigging:</b></p> <p>The Sub-contractor shall:</p> <ul style="list-style-type: none"> <li>a. Adhere to the requirements set forth within BS7121.</li> <li>b. Supply the GC with a schedule of all items that require lifting &amp; rigging before project commencement.</li> <li>c. Only Provide Cranes &amp; Similar lifting devices <b>NOT</b> older than 10 Years. <ul style="list-style-type: none"> <li>i. Cranes not older than 10 years shall be inspected at least every 12 months or as specified by the general Sub-contractor.</li> </ul> </li> <li>d. Supply details of all items to be lifted including weight, dimensions, characteristics, rigging studies &amp; slinging methods.</li> <li>e. Ensure all lifting &amp; rigging is covered by risk assessment.</li> <li>f. All Lifting accessories shall be valid &amp; proof of thorough inspection certificates available. (6 Monthly)</li> <li>g. Ensure all permits &amp; inspections are completed prior to works.</li> <li>h. All lifting shall be planned in such a way to not exceed 80% lifting capacity of the lifting device / crane / equipment, where &lt;80% lifting capacity cannot be achieved special approval should be obtained from the GC &amp; Client representatives.</li> <li>i. Accompany &amp; Accommodate the GC / Mercury or Client in relation to FAT (Factory Acceptance Testing) or offsite equipment inspections to verify lifting &amp; rigging strategies.</li> <li>j. All Operators, Slingers, Banksman &amp; AP's shall be competent &amp; proof of qualifications provided to the GC / Mercury prior to start.</li> <li>k. Inform the relevant package manager, HSE manager and the site logistic manager at least one month in advance should the Sub-contractor intend to utilize a; crane, teleporter, forklift, concrete silos or any relevant equipment that may influence significant logistical or HSE processes on site.</li> <li>l. All lifting activities shall be accommodated with a ground bearing survey and / or dynamic plate bearing test as means of verification.</li> </ul>
15.	<p><b>Duty to Inform / Change Management:</b></p> <ul style="list-style-type: none"> <li>a. If there is a scope change / additional work / change in work methods the Sub-contractor shall update the relevant RAMS, designs, training requirements and all other relevant processes prior to commencement.</li> </ul>
16.	<p><b>Safety Leadership:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall ensure that dedicated individual /s are appointed to attend the project SLT meetings.</li> <li>b. Sub-Contractor director must attend the construction site.</li> </ul>
17.	<p><b>Adequate Supervision:</b></p> <ul style="list-style-type: none"> <li>a. Alone work is not permitted at any time &amp; the Sub-contractor will allocate human resources to ensure no person works alone.</li> <li>b. The Sub-contractor shall ensure that additional human resources are on standby should the primary site management or HSE personnel be rotated, leave the project, absenteeism due to leave or illness etc.</li> <li>c. A Supervisor to worker ratio of 1:8 shall be adhered to on all projects. (Unless defined otherwise by clients or legislation)</li> <li>d. English proficiency for supervisors on Mercury projects is compulsory.</li> </ul>

18.	<p><b>Chemical Management:</b></p> <ol style="list-style-type: none"> <li>a. The Sub-contractor shall, prior to site engagement submit a list of all chemicals, the most recent MSDS per chemical not older than 2 years, to the HSE department for review.</li> <li>b. In addition to administrative requirements the Sub-contractor shall submit as determined by the MSDS the necessary equipment to store chemicals, prevent spillages, decant chemicals without the risk of spillages.</li> <li>c. It must ensure and display the compatibility of the chemicals between them.</li> <li>d. The contents of each SD'S communicated in detail to each worker &amp; records of communication kept onsite at all times.</li> <li>e. All Chemicals brought onto the project shall be risk assessed in terms of transport, storage, use, disposal &amp; other hazards such as reactivity with other substances.</li> </ol>
19.	<p><b>Environmental:</b></p> <ol style="list-style-type: none"> <li>a. In addition to the RAMS the Sub-contractor shall submit prior to site engagement an environmental management plan stipulating the following: <ol style="list-style-type: none"> <li>i. Environmental policy requirements.</li> <li>ii. Roles &amp; responsibilities in terms of environmental management.</li> <li>iii. Strategies to prevent the depletion of natural resources.</li> <li>iv. Strategies to minimize waste in general and prevent any hazardous waste in general.</li> <li>v. The quantity of waste that will be generated during the project.</li> <li>vi. Notify Mercury of any special waste requirements.</li> <li>vii. Include processes to provide equipment &amp; other resources that comply with carbon emission requirements.</li> <li>viii. An audit plan that stipulates how the effectiveness of environmental compliance and performance will be monitored.</li> </ol> </li> <li>b. Mandatory monthly submittal of all environmental &amp; waste related quantity data to Mercury or uploaded onto the required platforms.</li> </ol>
20.	<p><b>Stop Work Authority:</b></p> <ol style="list-style-type: none"> <li>a. Client, General Sub-Contractors, and/or Sub-Contractors have the right and the duty to halt work until the hazard is addressed and rectified.</li> <li>b. Stop Work, Not Pause Work: Stop Work will apply when: <ol style="list-style-type: none"> <li>i. Anyone, Client, Mercury or Sub-Contractor has the authority to stop work subject to: <ul style="list-style-type: none"> <li>• Lack of adequate training.</li> <li>• Inadequate equipment or PPE.</li> <li>• Unfamiliar hazards.</li> <li>• Impairment.</li> <li>• Work stoppage due to immediate danger.</li> <li>• Environmental risks.</li> <li>• Deviation from Work Method Plan.</li> <li>• <b>Any condition that may be considered as unsafe.</b></li> </ul> </li> </ol> </li> </ol>

## SECTION 2: PROJECT GOLDEN RULES

### 21. Project Golden Rules

1. Arrive to work fit and ready. Never work under the influence of drugs, alcohol or any other intoxicants. Only complete tasks that you are competent and authorised / permitted to do.
2. Obey all posted safety signage & obey all exclusion zones / area restrictions.
3. Always wear the correct personal protective equipment (PPE).
4. Report any incident or near miss immediately & action any unsafe conditions or behaviours you observe to make them safe.
5. Adhere to all Mercury High Risk Activity (HRA) safety procedures.
6. Use spotters for all operating plant, including MEWPs. All personal vehicles should reverse park in Mercury parking areas. Wear seatbelts when fitted. Do not speed. Always be conscious of and protect pedestrians.
7. Do not alter any safety device, equipment or tool. Only use equipment that you are trained and authorised to use. Do not take tools or equipment that belong to other companies. Use the safest tool for the job.
8. No lone working on Mercury construction sites.
9. Only use mobile phones, radios, headphones or earphones in designated areas. Only take photos on site if authorised. Only Smoke or vape in designated areas. Only Eat and drink in designated areas.
10. Keep all work and storage areas tidy. Place all waste into designated containers. Protect the Environment.

## SECTION 3: CONSEQUENCE MANAGEMENT & BEHAVIOURAL CODE:

### 22. Consequence Management:

- a. Fair & Just Culture:
  - i. Our organization is committed to maintaining a Fair and Just Culture, as defined by the principles of safety leadership and accountability. We recognize that human error is inevitable and that not all unsafe actions are equal. This policy distinguishes between unintentional mistakes, at-risk behaviour, and reckless conduct. While we encourage open reporting and learning from incidents without fear of unfair punishment, we also hold individuals accountable when actions are knowingly negligent or violate established safety protocols. This balanced approach ensures trust, transparency, and continuous improvement in our safety culture.
- b. Mercury reserves the right to enforce a strict disciplinary code onsite.
- c. The behavioural code applies to everybody who works on a Mercury project irrespective of who they are employed by.
- d. We have 3 types of behavioural notices that we use to recognise positive behaviour and, where necessary, manage inappropriate behaviour or breaches of our rules.
- e. Incentive schemes for good behaviour, innovation and those leading by example to ensure the continuous promotion of [#worksafehomesafe](#) ethos:



**CONTRACTOR ABC**

**AWARDED TO**

**Jeremy Sparks**

PROJECT NAME, BUSINESS UNIT

Description of award contributions to go here

  
**EOIN VAUGHAN**  
Chief Executive Officer

  
Joe Jones

 **MERCURY**  **WORKSAFE | HOMESAFE**

f. **Behavioural Code – GREEN**

To praise, promote & demonstrate commitment to good practice & the Mercury values, a green card will be issued to any operative who shows exceptional commitment towards EHS compliance. Green code examples;



- **Work Safe / Home Safe** - Prioritising personal safety and the safety of others.
- **Go Beyond** – Looking past the industry standard by developing new best practices.
- **Make It Happen** – Always maintaining our safety standards, representing Mercury to the best of your ability & leading by example.
- **Brave** - Speaking up if there are issues & actioning anything unsafe you see.
- **Dynamic** – Working well with all people on site, collaborating and looking for solutions as a team.

g. **Behavioural Code – Yellow**

A Yellow card can be issued to any person who breaches the Mercury values, sites rules or disciplinary code. Yellow cards can be issued to anyone who commits a minor to moderate offence, for example;



- Untidy working & leaving waste or materials behind after a task is completed.
- Minor PPE issues – for low-risk tasks (Note: repeat issues may escalate to red card offences).
- Repeatedly walking by issues without actioning.
- Using a mobile phone in an unapproved area.
- Working without a complete exclusion zone.

h. **Behavioural Code – Red**

A Red card can be issued to any person who breaches the Mercury values, site rules or disciplinary code. Red cards can be issued to anyone who commits a moderate to severe offence, or who repetitively breached minor to moderate offences, for example;



- Knowingly putting your own safety or the safety of others at risk.
- Working under the influence of intoxicants.
- Working without a safe plan in place – No RAMS, Permit or SPA.
- Failure to follow lifesaving practices – Fall protection PPE, LOTO, Respiratory PPE, Spotters etc.
- Discriminatory, Bullying or inappropriate behaviours

- i. Mercury expects those with whom we work to carry out a fair and just investigation into the behaviour that gave rise to the issue of **any disciplinary action, unfair treatment of any person will not be tolerated.**
- j. In accordance with our commitment to maintaining a safe and compliant workplace, and in alignment with ISO 45001:2018 Clause 8.1.4.2 – Management of Sub-Contractors, our organization requires all subcontractors to adhere strictly to our Occupational Health and Safety Management System (OHSMS) requirements, any entity who has demonstrated continuous contraventions of agreed-upon safety protocols, as evidenced by recurring non-compliance trends shall be subject to non-conformances or contractual termination.
- k. Any person found to be in contravention of the Mercury Disciplinary Code has the right to appeal a decision not in their favour within three working days.

# SECTION 4 QUALITY: PRE-COMMENCEMENT REQUIREMENTS

1. **General Requirements:**
- a. The Sub-contractor shall adhere to the requirements outlined in the Project requirements and Project Quality Management Plan.
  - b. The Sub-contractor shall adhere to all Contractor’s testing and inspection requirements and not proceed with the works until the applicable Inspection and Test Plan (ITP) is fully implemented and signed off for acceptance by all the required parties.
  - c. The Sub-contractor must actively participate in maintaining high-quality standards on-site to ensure a snag-and defect-free installation, aligning with Mercury’s “Right First Time Culture.” Each Sub-contractor is responsible for the installation, commissioning, and handover to Mercury in accordance with the project schedule. To support this, the Sub-contractor shall carry out regular self-inspections and self-snagging throughout the works, documenting and rectifying any issues prior to formal inspections. These records must be made available to Mercury upon request.
  - d. The Sub-contractor shall assume full responsibility for quality control, mobilizing adequate Quality personnel to the site and providing all necessary resources to meet the requirements specified in Quality Plans, ITPs, applicable codes, specifications, IFC drawings, local regulations, and other project directives. All activities must be properly documented and recorded.
  - e. The Sub-contractor shall provide all the applicable as-build records to the Contractor, progressively upon completion of the works as the Baseline Schedule, where applicable.
  - f. The Sub-contractor shall provide all the applicable Handover Certificates to local Authorities, progressively as per the Baseline Schedule, when applicable.
  - g. The Sub-contractor shall equip relevant personnel with tablets (e.g., iPads) to access the Project’s Common Data Environment (CDE). All project data must be managed within the CDE per the agreed standards. Secure access, proper training, and data handover at project completion are required.
  - h. Prior to commencing the works, The Sub-contractor shall submit for approval by the Contractor the following documents or Contractor-approved equivalent:

Sr	Item Description	Required by Date
1	Inspection & Test Plan (ITP)	Approved 2 weeks before execution
2	Approved Drawings	Approved 2 weeks before execution
3	Technical (Material) Submittals	Approved 2 weeks before execution
4	Plant, Tools & Equipment Calibration Log and Certificates	Approved 2 weeks before execution
5	Competence and Awareness Records	Submitted 2 weeks before execution
6	Assess potential risks and opportunities associated with the package that may affect project performance or delivery	Submitted 2 weeks before execution
7	Interface With Other Construction Disciplines (e.g. interface management plan or equivalent)	Submitted 2 weeks before execution
8	Benchmarks / Mock-up / First of a Kind	Approved before start of execution
9	Tablets (e.g., iPads) to And Access to Project CDE	After signing Contract

2. **Inspection and Test Plan (ITP):**
- a. The Sub-contractor shall prepare and submit an ITP covering all scope activities, using Mercury template QLY-TE-ZZ-000001.
  - b. The ITP must comply with project and regulatory requirements and be submitted via Project’s CDE in line with procedure QLY-SOP-ZZ-000001.
  - c. Submission is a prerequisite and must occur at least two weeks prior to starting on-site works.

3. **Drawings and Technical Submittals:**
- a. The Sub-contractor shall submit all required drawings and technical documentation in full compliance with the project specifications, applicable local regulations (including but not limited to CE, CA, TUV

	<p>certifications...), and Mercury Engineering standards. All submissions must utilize the approved templates and be uploaded via the designated Project Common Data Environment (CDE).</p> <p>b. Submissions shall be made in a timely manner to allow for review, feedback, and necessary revisions, and must be completed no later than two weeks prior to the commencement of any on-site works.</p>
4.	<p><b>Competence and Awareness:</b></p> <p>All Sub-contractor personnel must be trained and competent to perform their assigned tasks. The Sub-contractor shall:</p> <ol style="list-style-type: none"> <li>Identifying necessary competencies for personnel involved in operations-related tasks.</li> <li>Providing training or other actions to achieve the required competence.</li> <li>Evaluating the effectiveness of training and competence-building measures.</li> <li>Maintaining documented evidence of personnel competence, such as training certificates and experience records</li> <li>Relevant training certificates and a competency matrix must be available.</li> </ol>
5.	<p><b>Calibration Records and Log</b></p> <ol style="list-style-type: none"> <li>The Sub-contractor shall ensure all measuring and testing equipment is certified and calibrated per industry and regulatory standards. Up-to-date calibration records must be maintained and made available to Mercury Engineering upon request. Submission of these records is a prerequisite and must occur at least two weeks before the relevant activity begins.</li> </ol>
6.	<p><b>Benchmarks / Mock-up / First of a Kind:</b></p> <ol style="list-style-type: none"> <li>Before any on-site activity begins, the Sub-contractor must provide samples and mock-ups, of a section of in a designated area for inspection by Mercury and the Client. These will serve as quality benchmarks for all future installations.</li> <li>Benchmarks shall be: <ol style="list-style-type: none"> <li>Indicated as a "HOLD POINT" within the relevant Inspection and Test Plan (ITP).</li> <li>Physically executed on a defined section of works or an independent part of the installation.</li> <li>Documented in a Benchmark Report using template QLY-TE-ZZ-000002.</li> <li>Submitted for inspection via the Project Common Data Environment (CDE).</li> <li>Attached to the Benchmark Checklist as specified in the applicable ITP.</li> </ol> </li> <li>Inspection invitations must be emailed to the Mercury Package Lead at least 24 hours in advance. Work may only proceed after formal approval by Mercury.</li> <li>This is a mandatory <b>HOLD POINT</b> and must be completed <b>at least two (2) weeks before</b> on-site activities begin. Refer to SOP: QLY-SOP-ZZ-000003.</li> </ol>

#	SECTION 5: EXECUTION OF THE WORKS AND HANDOVER
7.	<p><b>Incoming Material/Equipment Inspections:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall coordinate with Mercury Operations and the Material Controller for all permanent material deliveries, scheduled via Data Scope or equivalent tools. Inspections must be arranged through the Project CDE per SOP QLY-SOP-ZZ-000002. Approval by Mercury Operations is required before use. Damaged or non-compliant materials will be rejected, and failure to remove or misuse such materials may result in an NCR.</li> </ul>
8.	<p><b>Site Inspections and Testing:</b></p> <ul style="list-style-type: none"> <li>a. <b>Pre-Inspection Requirements:</b> <ul style="list-style-type: none"> <li>vi. Review all systems and areas.</li> <li>vii. Generate and resolve snag lists.</li> <li>viii. Complete check sheets before presenting to Mercury.</li> <li>ix. Close all snags/NCRs via the project CDE.</li> </ul> </li> <li>b. <b>Inspection Process:</b> <ul style="list-style-type: none"> <li>i. Offer completed sections for inspection for every "HOLD" point as per approved ITP frequency.</li> <li>ii. Submit inspection invitations to Mercury at least 24 hours in advance via email or designated platform.</li> <li>iii. Work must not proceed without Mercury's inspection sign-off.</li> </ul> </li> <li>c. <b>Scheduling &amp; Reporting:</b> <ul style="list-style-type: none"> <li>i. Submit weekly inspection/testing schedule and 2-week look-ahead to Mercury via email.</li> <li>ii. Maintain full inspection traceability using an inspection tracker.</li> </ul> </li> <li>d. <b>Documentation &amp; Handover:</b> <ul style="list-style-type: none"> <li>i. Use checklists and test records for final handover.</li> <li>ii. Refer to SOP: QLY-SOP-ZZ-000002.</li> <li>iii. Include inspection/test records in monthly progress claims.</li> </ul> </li> <li>e. <b>Right First Time</b> <ul style="list-style-type: none"> <li>iv. All inspection and testing activities shall be executed with an emphasis on Right First Time (RFT) delivery. Sub-contractors must ensure that works are fully complete, compliant, and free of snags/defects prior to offering for inspection.</li> </ul> </li> <li>f. Signing inspection records does not release the Sub-contractor from liability if work fails to meet contract requirements.</li> </ul>
9.	<p><b>Protection of Completed works:</b></p> <ul style="list-style-type: none"> <li>a. Sub-contractor must protect all completed works until final handover.</li> <li>b. Key duties: <ul style="list-style-type: none"> <li>i. Use coverings/barriers to prevent damage.</li> <li>ii. Securely store materials/equipment.</li> <li>iii. Inspect regularly and fix any damage.</li> <li>iv. Coordinate with other trades to avoid interference.</li> </ul> </li> <li>c. Mercury is not liable for damage before handover.</li> <li>d. Sub-contractor bears all repair/replacement costs for damage.</li> </ul>
10.	<p><b>Non-Conformances (Snags and NCR):</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor must identify and log all Non-Conformances (Snags and NCRs) in the Project CDE before offering works for inspection.</li> <li>b. Undetected issues may be raised by Mercury, the Client, or third parties, and may affect competency assessments, payments, or lead to penalties.</li> <li>c. For each NCR: <ul style="list-style-type: none"> <li>i. Mercury will issue a report with references.</li> <li>ii. The Sub-contractor must submit a Correction Plan, Root Cause Analysis, and Corrective Action Plan via BIM 360 within 3 days.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>iii. Upon approval, corrective actions must be implemented and verified by Mercury before NCR closure.</li> <li>iv. Delays may result in Mercury reassigning the work and back-charging costs.</li> </ul> <p>d. For Snags:</p> <ul style="list-style-type: none"> <li>i. Daily walkthroughs must be conducted to identify issues early.</li> <li>ii. All snags must be logged and resolved in the CDE before inspection.</li> <li>iii. All identified snags shall be resolved in a timely manner and prior to proceeding with the next activity. Failure to close snags may result in Mercury reassigning the task and applying a back-charge to the Sub-contractor.</li> </ul>
11.	<p><b>Lessons learned:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor must support continuous improvement through lessons learned.</li> <li>b. Key duties: <ul style="list-style-type: none"> <li>i. Document challenges, successes, and improvements.</li> <li>ii. Submit reports at milestones and project end using Mercury's template.</li> <li>iii. Join post-project reviews with Mercury.</li> <li>iv. Apply lessons to improve future work.</li> <li>v. Include Mercury's past lessons in project delivery.</li> </ul> </li> <li>c. Completion of this process is required for final project closeout.</li> </ul>
12.	<p><b>Training Requirements:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractors must complete project-specific training (including but not limited to SOPs, QC, CDE...) on the Quality Management System and Training Matrix indicated in Project Quality Plan.</li> <li>b. A Kick-off Meeting and Quality Induction are mandatory for all Engineers, Foremen, and Supervisors before starting work.</li> <li>c. New personnel must attend the Quality Induction upon joining.</li> <li>d. Workers on site must attend "Practical Induction" on approved benchmark before starting the work on site.</li> </ul>
13.	<p><b>Compulsory Meetings:</b></p> <ul style="list-style-type: none"> <li>a. The contractor shall ensure that dedicated individual/s are appointed to attend the bi-monthly SLT meeting. SLT to be set up by Senior Project Manager or Business Unit Manager. The Sub-contractor's director must attend the construction site.</li> <li>b. DABS Meetings attended daily.</li> <li>c. Whiteboard Meetings attended daily.</li> <li>d. Compulsory Weekly QEHS Meetings attended, NOTE: <ul style="list-style-type: none"> <li>iii. A Management representative shall be in attendance at the weekly QEHS meeting.</li> <li>iv. A Workers representative (Supervisory level minimum) shall be in attendance at the weekly QEHS meeting, this person may not be part of the management team and shall be independently nominated by the workforce.</li> </ul> </li> </ul>
14.	<p><b>Statutory approvals:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor is responsible for obtaining approvals in a timely manner, ensuring that all statutory approvals are incorporated into the engineering program with appropriate time allowances.</li> <li>b. To avoid delays, the Sub-contractor must proactively seek approvals and ensure submission timelines align with the project schedule.</li> <li>c. The Sub-contractor is fully responsible for tracking and following up on all approvals throughout the process to ensure compliance and timely progression of work.</li> </ul>
15.	<p><b>As-built records:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor must submit complete As-Built documentation before final handover.</li> <li>b. Package must include: <ul style="list-style-type: none"> <li>i. Updated drawings and layout plans.</li> <li>ii. Markups/redlines of changes.</li> <li>iii. Installation records.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>iv. Test and commissioning reports.</li> <li>v. Compliance certificates.</li> <li>c. Approval of As-Built documents is required for project closeout.</li> </ul>
16.	<p><b>Operations &amp; Maintenance (O&amp;M) Documentation:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor must submit complete O&amp;M documentation using Mercury’s template before project completion.</li> <li>b. Must include: <ul style="list-style-type: none"> <li>i. Operation and maintenance manuals.</li> <li>ii. Troubleshooting guides.</li> <li>iii. As-built drawings.</li> <li>iv. Certifications, warranties, and spare parts lists.</li> <li>v. Training materials and maintenance records.</li> </ul> </li> <li>c. Documentation must be stored in the Project CDE and approved by Mercury for final handover.</li> </ul>
17.	<p><b>Handover Documentation:</b></p> <ul style="list-style-type: none"> <li>a. The Sub-contractor shall issue the Quality Handover Documentation Pack to Mercury at the onset of the project for acceptance. The handover documentation shall be prepared and submitted in accordance with this contract.</li> <li>b. The documentation pack shall include, but is not limited to, the following: <ul style="list-style-type: none"> <li>• Technical Submissions</li> <li>• Key Plan Layout Drawings for each system, including ID checklists for traceability</li> <li>• As-Built Drawings</li> <li>• Surveys</li> <li>• Records indicated in ITP such: <ul style="list-style-type: none"> <li>• Completed Benchmark Documents</li> <li>• Inspection Checklists extracted from BIM 360 Field or any other agreed Quality Control platform</li> <li>• Testing Records</li> <li>• Punchlist Closeout or Snag-Free Statement, countersigned by the Mercury Project Manager</li> <li>• Specialist Declarations</li> <li>• Operations &amp; Maintenance (O&amp;M) Manuals</li> <li>• Installation / Construction Warranties, issued by the Sub-contractor and backed by the manufacturer or supplier of materials</li> <li>• Independent Third-Party Reports</li> </ul> </li> </ul> </li> <li>c. All documentation shall be submitted in the designated project format and maintained within the Project Common Data Environment (CDE) for review and approval. The completeness and accuracy of the handover pack shall be a prerequisite for project completion and final acceptance. Upon completion of handover pack, Mercury Engineering will issue Document and record handover completion certificate.</li> </ul>
18.	<p><b>Audits:</b></p> <ul style="list-style-type: none"> <li>a. Mercury may conduct audits at any project stage to assess compliance.</li> <li>b. The sub-contractor must provide full access to records, procedures, and personnel.</li> <li>c. Any issues found must be resolved promptly with a corrective action plan.</li> <li>d. Non-compliance may lead to penalties, payment retention, or work suspension.</li> </ul>