

QEHS Supply Chain Minimum Expectations Specification

Document Number	Title	Date	Revision
QEHS-SP-ZZ-002001	QEHS Supply Chain Minimum Expectations Specification	03/09/2026	00
Creator / Owner		Reviewer (Optional)	Current Approver
Kerrie Beer			Louis Kroucamp

Revision History

Revision	Date	Change Description	Approver
00	03/09/2026	Restructured and updated from previous Scope of work document	Louis Kroucamp

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

Confidential: Highly sensitive information, very limited access	☐
Restricted: Specific team or department access only.	☐
Internal Use: Company wide access	☐
General: Business partners (clients, supply chain, subcontractors) and prospect employees	☒
Public: Openly shared	☐

Table of Contents

1.0	Purpose.....	5
2.0	Understanding the Mercury QEHS System.....	5
2.1	Core Principles	5
3.0	Statutory & Standard Obligations – Supply Chain Must;.....	6
3.1	EU / Regional.....	6
3.2	ISO.....	6
3.3	Right to Work in the EU.....	6
3.4	Insurance Requirements	6
3.5	Human Rights & Modern Slavery	6
3.6	Data Protection & Information Security	6
4.0	Pre-Mobilisation – Supply Chain must;.....	7
4.1	Prequalification	7
4.2	Competencies	7
4.3	LMS	7
4.4	EHS Personnel	7
4.5	Competent Supervision	7
4.6	Kick off Meeting	7
4.7	Subcontracting.....	7
4.8	Approval	7
4.9	Fit for Work.....	7
4.10	Health Surveillance.....	7
4.11	Security.....	7
5.0	Planning Work Safely – Supply Chain must;	7
5.1	Plan the Work.....	7
5.2	Develop RAMS	8
5.3	Lookaheads.....	8
5.4	Obtain Permits	8
5.5	Daily Briefings.....	8
5.6	SPA.....	8
5.7	Change Management.....	8
6.0	High Risk Activities – Supply Chain must;.....	8
6.1	Working at Height	8
6.2	Lift & Shift.....	8
6.3	Hazardous Materials.....	9
6.4	Live Energy	9
6.5	Confined space.....	9
6.6	Vehicles.....	10
6.7	Floor Openings	10
6.8	Ground Disturbance	10
6.9	Hot Works.....	10
6.10	Temporary Works	11
7.0	Working Safely – Supply Chain must;	11
7.1	Induction.....	11
7.2	10 Golden Site Rules.....	11

7.3	PPE.....	12
7.4	Barricading.....	12
7.5	Signage	12
7.6	Lighting.....	12
7.7	Work Benches.....	12
7.8	Storage.....	12
7.9	Housekeeping.....	12
7.10	Tool & Equipment Standards	12
7.11	Fire Prevention & Extinguishers.....	12
7.12	Auditing.....	12
7.13	Meetings.....	12
7.14	SLT – Safety Leadership Team	12
7.15	Drug & Alcohol.....	12
7.16	Welfare	12
7.17	Emergency Preparedness.....	13
8.0	Speaking up & Looking After Each Other – Supply Chain Must;.....	13
8.1	Stop Work Authority.....	13
	Previously named the “Pause Programme”	13
8.2	Reporting Hazards.....	13
8.3	Regulatory Enforcement Notification	13
8.4	SORs.....	13
8.5	Worker Participation	13
8.6	Fair & Just Culture	13
8.7	Speak Up.....	14
8.8	Diversity, Inclusion & Respect	14
9.0	Environmental Risks & Expectations – Supply Chain Must;.....	14
9.1	Documentation.....	14
9.2	Environmental Management Plan.....	14
9.3	Waste Management	14
9.4	Chemical Management	15
9.5	Spill Prevention.....	15
9.6	Environmental Reporting.....	15
9.7	Carbon & Sustainability	15
9.8	Environmental Emergencies	15
10.0	Quality Expectations.....	15
10.1	General.....	15
10.2	Inspection and Test Plan (ITP)	16
10.3	Drawings & Technical Submittals	16
10.4	Competence & Awareness.....	17
10.5	Calibration Records & Logs	17
10.6	Benchmarks / Mock-up / First of a Kind	17
10.7	Incoming Material / Equipment Inspections	17
10.8	Site Inspections & Testing.....	17
10.9	Protection of completed works.....	18
10.10	Non-Conformances (Snags & NCR).....	18

10.11	Lessons Learned	18
10.12	Training Requirements	18
10.13	Compulsory Meetings.....	18
10.14	Statutory Approvals	19
10.15	As-built Records.....	19
10.16	Operations & Maintenance (O&M) Documentation	19
10.17	Hand over Document.....	19
10.18	Audits.....	19
11.0	Success, Recognition and Consequences	20
11.1	Behavioural Code	20
11.2	Green - Recognition	20
11.3	Yellow – Improvement Notice	20
11.4	Red – Serious Breach	20
11.5	Investigation & Escalation	20

1.0 Purpose

This document states the minimum QEHS requirements that apply to all Supply Chain partners working on Mercury projects.

The document should be read in conjunction with:

- QEHS Contractor Management SOP
- Project QEHS Plans
- Mercury SOPs
- Client requirements

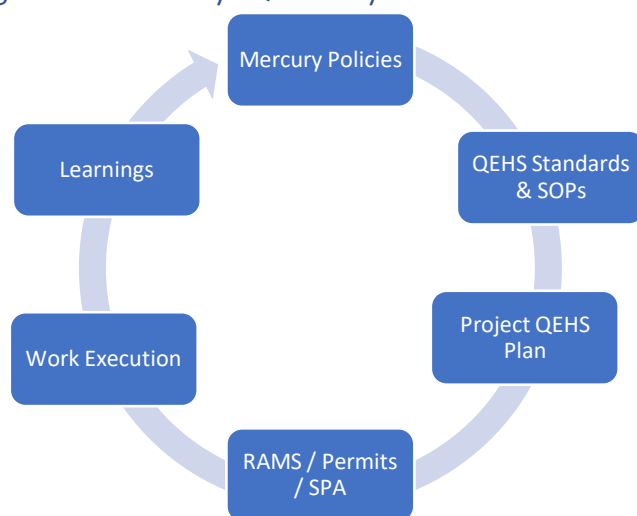
When reviewed as part of the Ariba Pre-qualification process and when included in Supply Chain contracts, this document forms part of the Supply Chain Partners binding obligations under EU laws, international standards & Mercury expectations. Non-compliance may result in corrective actions, suspension, or termination of contract.

The Supply Chain Partner shall comply with all applicable Mercury policies, standards, SOPs, project procedures and client requirements, including revisions issued during the contract period. Client-specific requirements shall take precedence where they exceed Mercury minimum standards.

Mercury, the Client, regulatory authorities and their representatives reserve the right to conduct announced or unannounced inspections, audits and compliance reviews of the Supply Chain Partner's operations, documentation, personnel and equipment.

Mercury reserves the right to formally evaluate Supply Chain performance and utilise performance outcomes as part of future tender evaluations and preferred contractor selections.

2.0 Understanding the Mercury QEHS System



2.1 Core Principles

Work Safe Home Safe	WorkSafe HomeSafe means every person who comes to work for Mercury leaves safely at the end of the day. We do this by identifying and controlling our highest risks, looking after each other, and never accepting unsafe conditions. It's about making the right decisions, every day, so everyone gets home safely to the people who matter most.
Right First Time Quality	(RFT): Completing every task correctly at the first attempt, meeting all requirements without defects, rework, or revisits.
Environmental Responsibility	Mercury is committed to protecting the environment by preventing pollution, reducing our environmental footprint, using resources responsibly, and embedding sustainable practices into every aspect of our work.
Stop Work Authority	The empowerment of any person to stop an activity if they perceive there to be a safety concern. Further information in Section 9. Mercury may direct immediate suspension of all or part of the works where unacceptable safety, environmental, quality or regulatory risk exists. Costs associated with non-compliant work stoppages shall remain the responsibility of the Supply Chain Partner.

Fair & Just Culture	We recognize that human error is inevitable and that not all unsafe actions are equal, distinguishing 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.
---------------------	--

3.0 Statutory & Standard Obligations – Supply Chain Must;

3.1 EU / Regional	Review and adhere to the European Union-wide compliance obligations, in accordance with applicable EU legislation, when operating in any EU Member State, compliance obligations are applicable to all regions where Mercury operate, not only limited to the EU. Comply with: - Council Directive 92/57/EEC or the implementation of minimum safety and health requirements at temporary or mobile construction sites, which mandates: - Appointment of safety coordinators. - Development of a Health and Safety Plan. - Notification to authorities for large-scale projects. - Coordination of all parties involved to ensure safety - Directive 89/391/EEC (OSH Framework Directive), which introduces general principles of prevention and worker protection. - National labour laws of the host Member State, including employment contracts, working hours, minimum wage, and collective agreements. - EU directives such as Directive 2003/88/EC on working time and Directive 2019/1152/EU on transparent and predictable working conditions.
3.2 ISO	Adhere to Mercury processes as they relate to international standards; - ISO 9001:2015 (Quality Management), ensuring consistent service delivery, documented processes, and continuous improvement - ISO 14001:2026 (Environmental Management), including waste handling, emissions control, and site impact mitigation - ISO 45001:2018 (Occupational Health and Safety Management, including: - Clause 5.4: Worker consultation and participation. - Clause 8.1.4.2: Management of Sub-contractors. - Clause 10.2: Incident investigation and corrective action.
3.3 Right to Work in the EU	Ensure that all personnel are legally entitled to work in the host EU Member State by providing: - EU Nationals: National identification number and registration with the local employment system. - Non-EU Nationals: Valid work visa and, where applicable, A1 certificate and works declaration or equivalent. - Cross-border Workers: Proof of social security contributions under Regulation (EC) No 883/2004. - The legal right to work extends to all regions and contractors shall ensure that they conform to the statutory requirements of the relevant work regions.
3.4 Insurance Requirements	- Have the following insurances, and provide them during Project kick off meeting; - Employers Liability - Public Liability - Professional Indemnity (where applicable) - Product Liability (where applicable) - Motor Insurance (where applicable) - Environmental Liability (where applicable)
3.5 Human Rights & Modern Slavery	- Comply with EU & UK Regional Modern Slavery legislation, Forced labour prevention, Worker welfare standards & Ethical recruitment. - Procure materials from a legal and responsible supplier with evidence of certification upon request.
3.6 Data Protection & Information Security	Comply with GDPR, Confidential information management, Client data protection, Site photography restrictions, AI and data usage restrictions & Cyber security expectations.

4.0 Pre-Mobilisation – Supply Chain must;

4.1 Prequalification	i. Complete prequalification via Ariba system. ii. Be prequalified before work commences on a Mercury project.
4.2 Competencies	i. Ensure all workers demonstrate appropriate training and qualifications, relevant to the task, the region and the Mercury Job Role Competency Matrix including: • Recognized safety certifications (e.g., B-VCA, VOL-VCA, CSCS, IPAF, PASMA, Safe Pass, MASE). • Role-specific certifications (e.g., crane operators, electricians, MEWP operators) recognized by the host country. • Compliance with ISO 45001:2018 Clause 7.2 on competence and Clause 7.3 on awareness. ii. Ensure that enough personnel are qualified in their field of study / discipline. iii. Submit a Training Matrix based on SOW for review & approval by the project EHS lead.
4.3 LMS	i. Ensure all workers are onboarded on the Project Specific LMS no later than 48hrs before starting on the project. ii. Ensure all workers complete the Mandatory Online Mercury Training iii. Ensure competency certificates are uploaded to LMS iv. Ensure site managers & supervisors complete additional assigned training; Black Hat, Permitting, SPA best practice etc.
4.4 EHS Personnel	i. Provide competent EHS representation appropriate to their workforce size and risk profile. ii. Provide 1no. full-time qualified Safety professional where they employ 20 people or more personnel on the project. iii. Provide an additional Safety Professional when they have 75 or more operatives on site. iv. Provide a third Safety Professional when they have 150 or more operatives on site. v. Provide additional EHS personnel irrespective of the numbers listed above if it is determined that there is risk justification. vi. Adequate provisions must be made to cover sick leave, rotations and annual leave etc.
4.5 Competent Supervision	i. Provide competent supervision. Minimum ratio; 1 Supervisor to 8 Operatives. (Unless stricter requirements set by clients or legislation). ii. Ensure every crew has a nominated competent supervisor. iii. Adequate provisions must be made to cover sick leave, rotations and annual leave etc. iv. Ensure English proficiency for supervisors & ensure methods arranged for clear communication with all Operatives.
4.6 Kick off Meeting	i. Provide site EHS team with a current Safety Statement & EHS Policy. ii. Attend the scheduled pre-start / kick off meeting iii. Provide all follow up information / documents requested
4.7 Subcontracting	i. Not have more than two tiers of subcontracting (unless formally approved by Mercury). ii. Ensure all subcontractors meet the same compliance obligations and be subject to performance monitoring under ISO 45001 Clause 8.1.4.2.
4.8 Approval	i. Not mobilise on site until formal approval has been obtained.
4.9 Fit for Work	i. Ensure all workers are fit for the task they will be assigned – Daily confirmation ii. Manage pre-existing injuries / prescription medication use by employees.
4.10 Health Surveillance	i. Have an appropriate Health Surveillance programme in place based on their risk profile (Exposure monitoring – Respiratory, Noise, HAV)
4.11 Security	i. Comply with Access control, Badge use, Visitor control, Asset protection & Reporting of security breaches protocols.

5.0 Planning Work Safely – Supply Chain must;

5.1 Plan the Work	i. Review all relevant design and scope documents ii. Review & comply with Mercury EHS documents; EHS plan, HRA SOPs, Risk Management SOP, RAMS Templates etc. iii. Identify High-Risk activities their crews will be undertaking
-------------------	---

	iv.	Identify interfaces with other crews / tasks / site activities.
5.2 Develop RAMS	i.	Use the Mercury RAMS template suitable for the scope – complete in English & translated to native language following approval by Mercury
	ii.	Fill in all sections and provide all supporting documentation
	iii.	Complete an internal review by competent package lead & EHS before submitting to Mercury Project team.
	iv.	Use the approved document submittal system for the project.
5.3 Lookaheads	i.	Provide a detailed 4-week lookahead in relation to all upcoming works, information contained within the lookaheads shall include the following: - Upcoming works, location, & details of staff & supervision. - Specific focus for upcoming HRAs; their location, the nature of the work, the duration of the tasks etc. - Upcoming deliveries & offloading / placement requirements. - Any activities that may restrict or block access routes or alter site layouts. - Any upcoming activities with significant risks or co-activities.
5.4 Obtain Permits	i.	Work in compliance with the Mercury Permit procedure (See Mercury Risk Management SOP)
5.5 Daily Briefings	i.	Attend & participate in daily Whiteboards & DABS meetings
	ii.	Bring all relevant information back to crews and ensure they are safe to begin work
5.6 SPA	i.	Ensure all crews have a good quality SPA prior to allowing works to start each morning.
	ii.	Ensure SPA is available in English and other languages needed to ensure comprehension by crews.
5.7 Change Management	i.	Inform Mercury if there is a scope change / additional work / change in work methods
	ii.	Update the relevant RAMS, designs, training requirements and all other relevant processes prior to proceeding with the change

6.0 High Risk Activities – Supply Chain must;

- Comply with all Mercury HRA SOPs relevant to their task. Request current copy of all SOPs prior to planning tasks & RAMS creation.
- Implement the principles of prevention & hierarchy of controls.
- Ensure crews are competent.
- Identify Serious Injury and Fatality (SIF) exposures associated with their works and implement all applicable Mercury Critical Exposure Controls (CECs).

6.1 Working at Height	i.	Plan work at height early and apply the hierarchy of control: avoid work at height where practicable, then use collective fall prevention, then personal fall prevention or fall arrest controls.
	ii.	Ensure approved RAMS and a task/location specific SPA are in place for all works which identify the selected access equipment, fall protection arrangements, emergency rescue plan and dropped-object controls.
	iii.	Use only suitable, inspected and certified work-at-height equipment; complete pre-use checks and keep inspection records, scaffold tags, MEWP inspection evidence and harness/lanyard inspections available for review.
	iv.	Maintain 100% fall protection where required, using approved anchor points and the correct lanyard. Harnesses must be worn correctly and stored safely when not in use.
	v.	Install exclusion zones, signage, tool tethering and spotters where persons or materials could fall. MEWP movements require a competent spotter and a maintained hard barricade/exclusion zone.
	vi.	Treat ladders as a last-resort control. A-frame/straight ladders require task justification, senior approval where required by site rules, short-duration/light-work use only and no overreaching.
	vii.	Ensure Scaffolds are erected, altered or dismantled by competent persons. Scaffold tags and handrails/platforms must be checked before use. Stop work if ground, weather or site conditions change.
6.2 Lift & Shift	i.	Adhere to the requirements set forth within BS7121.
	ii.	Supply Mercury with a schedule of all items that require lifting & rigging before project commencement, including weight, dimensions, characteristics, rigging studies & slinging methods.
	iii.	Only Provide Cranes & Similar lifting devices NOT older than 10 Years.
	iv.	Ensure all lifting & rigging is covered by RAMS & Lift Plan

	v. Ensure all Lifting accessories shall be valid & proof of thorough inspection certificates available (6 Monthly). vi. Ensure all permits & inspections are completed prior to works. vii. Ensure all lifting shall be planned in such a way to not exceed 80% lifting capacity of the lifting device / crane / equipment, where <80% lifting capacity cannot be achieved special approval should be obtained from Mercury. viii. Accompany & accommodate Mercury in relation to FAT (Factory Acceptance Testing) or offsite equipment inspections to verify lifting & rigging strategies. ix. Ensure all Operators, Slingsmen, Banksman & APs are competent & proof of qualifications provided to Mercury prior to start. x. Inform the relevant package manager, EHS and the site logistic manager at least one month in advance should the use of crane, telehandler, forklift, concrete silos or any relevant equipment that may influence significant logistical or EHS processes on site be intended. xi. Ensure all lifting plans include a ground bearing survey and / or dynamic plate bearing test.
6.3 Hazardous Materials	i. Prior to site engagement, submit a list of all chemicals, with recent SDS per chemical (not older than 2 years). ii. Provide, as determined by the SDS, the necessary equipment to store chemicals, prevent spillages, decant chemicals without the risk of spillages. iii. Ensure the compatibility of the chemicals stored. iv. Communicate the contents of each SDS to each affected worker & provide record of the communication to Mercury v. Risk assess all proposed chemicals in terms of substitution, transport, safe storage, safe use, disposal & other hazards such as reactivity with other substances.
6.4 Live Energy	i. Ensure all electrical work, testing, energisation, isolation and work near live electrical equipment is planned and controlled by competent and formally appointed persons (Appointed by Mercury). ii. Identify all energy sources using drawings, single line diagrams and field verification before work starts. No work is permitted until the correct RAMS, permits, isolation requests and SPA are approved. iii. Apply Mercury CoHE / LOTO controls. Systems must be isolated, locked and tagged by an authorised person, stored energy dissipated, and zero energy verified using Live-Dead-Live or equivalent testing. iv. Ensure every person working inside the CoHE/electrical work boundary must apply personal LOTO and must not remove another person's lock except through the approved abandoned-lock process. v. Restrict access to live electrical rooms and electrical work boundaries. No lone working is permitted for electrical HRA activities. vi. Use insulated tools and calibrated test equipment. Portable electrical tools, leads, transformers and temporary lighting must be inspected, PAT tested where required and removed from service if damaged. vii. Define Arc flash boundaries, PPE levels and safety equipment by the risk assessment/arc flash study. Panels/enclosures must be left clean, closed and secure if the area is unattended.
6.5 Confined space	i. Confirm whether the work area is a confined space and maintain a confined space register where confined spaces may be entered or handed over. ii. Avoid entry where reasonably practicable. Where entry is unavoidable, use an approved confined space RAMS, rescue plan, Confined Space Entry Permit and task/location specific SPA. iii. Ensure only competent and trained entrants, top-persons/buddies and rescue-support personnel undertake confined space work. Training and rescue arrangements must be evidenced before work starts. iv. Ensure a trained top-person remains at the entry point while the space is occupied, maintains communication with entrants and raises the alarm if conditions change. v. Ensure Isolation (by Mercury AP) of external sources of danger, including live services, moving plant, liquids, free-flowing solids and adjacent activities. Mercury CoHE / LOTO applies where energy sources are present. vi. Test atmospheres at multiple levels before entry and continuously monitored where required. Ventilation/purging must be used where identified by the risk assessment and pure oxygen must never be used for ventilation.

	vii. Provide safe access/egress, adequate rescue equipment such as tripod/winch/rescue harness where required, suitable lighting/tools, exclusion zones and emergency arrangements. Close the permit when work is complete.
6.6 Vehicles	i. Ensure all vehicles, mobile plant, equipment and tools are suitable for the task, terrain, environment and interaction with pedestrians, other plant and adjacent activities. ii. Provide a traffic/logistics plan which prioritises pedestrian protection, including designated vehicle routes, pedestrian routes, crossing points, parking, delivery areas, one-way systems and clear signage. iii. Ensure only trained, competent and authorised drivers/operators operate plant or vehicles. Training, licences and authorisations must be available for review. iv. Ensure all Plant and vehicles are certified, maintained, inspected before use and approved for site use before operation. Defective equipment must be isolated, tagged out and removed from service. v. Maintain physical segregation between pedestrians and vehicles. Use exclusion zones, spotters/banksman and the thumbs-up approach before approaching operating plant. vi. Ensure Seatbelts, roll-over protection, flashing beacons, reversing alarms, lights, horns and other safety features are used and maintained. Site speed limits and routes must be followed. vii. Ensure Loads are secured and movements planned. Reversing and difficult movements must be avoided where possible and controlled with a competent spotter where required.
6.7 Floor Openings	i. Ensure all floor openings, raised access floor works, grating removal and coring/opening creation are identified in RAMS, SPA and the relevant permit before work starts. ii. Not create or leave any opening unless the permit is approved and the protection method is agreed, installed and inspected. iii. Protect openings using fixed hard barriers, guardrails or designed load-bearing covers that are secured, clearly marked, signed and capable of preventing a person or material falling through. iv. Replace floor tiles/grating before leaving the area wherever practicable. No opening may be left unattended without approved edge protection or a fixed load-bearing cover. v. Use safe lifting and storage arrangements for tiles/grating and protect services below. Treat underfloor services as live unless de-energised and controlled through approved isolation/LOTO. vi. Not permit lone working. A buddy/spotter must be in place for all works. vii. Prevent dropped objects using exclusion zones below, tool tethering, debris control and communication with adjacent work crews.
6.8 Ground Disturbance	i. Eliminate or reduce excavation where practicable through design, trenchless methods or alternative work methods. All ground disturbance must be planned with designers, CSA, Temporary Works and EHS where applicable. ii. Use approved RAMS, a Permit to Dig/Breaking Ground Permit and a task/location specific SPA. Permit zones, excavation drawings, scanned service locations and exclusion zones must be consistent across all documents. iii. Complete Underground service drawings review, CAT/scanning or equivalent detection and investigative surveys by competent persons and records retained before excavation starts. iv. Ensure Breaking ground permits must be approved following in-field verification of the work area and required controls, with sign-off close to the start of work as required by the Mercury SOP/site process. v. Use competent crews, safe plant and the safest excavation method. Hand dig/vacuum excavate around identified or expected services and keep spotters/banksman at a safe distance from operating plant. vi. Ensure trenches and excavations are designed, supported, sloped/battered or shored as required by Temporary Works. Competent inspection is required before entry and after changes such as weather, vibration or plant movement. vii. Maintain safe access/egress, hard barriers, signage, lighting, separation from plant, safe spoil/material storage and emergency/rescue arrangements. No one may work under a bucket or unsupported excavation.
6.9 Hot Works	i. Avoid hot works where practicable and use safer alternatives such as cold cutting. Where hot works cannot be avoided, include the task in RAMS, SPA, fire risk assessment and emergency/fire safety arrangements.

	ii. Notify Mercury in advance of intended hot works and locations so adjacent tasks, openings, combustible materials, services and fire detection/suppression arrangements can be reviewed. iii. Ensure Hot work only takes place under an approved Hot Works Permit following an in-field work area inspection. The permit must define the location, task, duration, controls, fire watch and closure requirements. iv. Clear combustible materials, waste and debris from the work area; protect openings, ducts, walls, floors and adjacent areas from sparks, slag and conducted heat. Do not carry out hot works near flammable materials unless controls are approved. v. Provide a hard exclusion zone, signage, fire screens/spark shields and task-specific PPE. Only authorised persons may enter the hot works exclusion zone. vi. Provide suitable, certified fire extinguishers for their own hot works. Mercury fire points must not be used except in an emergency. vii. Ensure a competent fire watch is required during the works, continuously for 1 hour after completion and then at 15-minute intervals for a further hour, unless a stricter site/client/insurer requirement applies. The permit may only close when fire watch is complete.
6.10 Temporary Works	i. Identify all temporary works associated with their scope prior to commencement and include them within tender, planning, RAMS and lookahead processes. ii. Comply with the project Temporary Works Procedure and any project-specific Temporary Works Register. iii. Ensure temporary works are managed in accordance with the principles of BS 5975 (or applicable regional equivalent). iv. Appoint a competent Temporary Works Coordinator (TWC), Temporary Works Supervisor (TWS) or equivalent where required by the scale and complexity of the works. v. Ensure all temporary works are categorised and independently checked in accordance with the project Temporary Works Procedure. vi. Submit temporary works designs, calculations, drawings and supporting documentation for review and approval prior to installation. vii. Ensure all temporary works designs are prepared and signed by a competent and suitably qualified Temporary Works Designer. viii. Ensure design assumptions, imposed loads, environmental loads, sequencing requirements and limitations are clearly communicated to personnel involved in the works. ix. Ensure all temporary works remain within the approved design parameters and are not modified without approval from the designer and Mercury Temporary Works Coordinator.

7.0 Working Safely – Supply Chain must;

7.1 Induction	i. Ensure that any person (worker, consultant, supervisor, management, director or other representative) adheres to the site induction requirements. • Client Induction. • Mercury Online Induction. • Mercury Onsite Orientation induction. x. Record proof of RAMS review & acceptance by all crew members xi. Record Employee review & acceptance of relevant Mercury HRA SOPs
7.2 10 Golden Site Rules	i. 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. ii. Obey all posted safety signage & obey all exclusion zones / area restrictions. iii. Always wear the correct personal protective equipment (PPE). iv. Report any incident or near miss immediately & action any unsafe conditions or behaviours you observe to make them safe. v. Adhere to all Mercury High Risk Activity (HRA) safety procedures. vi. 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.

	vii. 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. viii. No lone working on Mercury construction sites. ix. 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. x. Keep all work and storage areas tidy. Place all waste into designated containers. Protect the Environment.
7.3 PPE	i. Ensure the risk assessment for the task identified the correct PPE. ii. Ensure PPE is used as a last resort for hazard protection. iii. Provide all PPE for their employees to enable the to complete their work without injury iv. Ensure employees are maintaining their PPE & using it correctly v. Train employees on correct maintenance and use. vi. Replace any damaged PPE. vii. Ensure company name is on High-viz & operative name is on hard hat.
7.4 Barricading	i. Provide sufficient hard barricading & other equipment for work area exclusion. (tape is not permitted)
7.5 Signage	i. Provide HRA signage for tasks under their control
7.6 Lighting	i. Provide sufficient task light
7.7 Work Benches	i. Provide workbenches with clamping technology, including fit for purpose cutting stations with cold cutting blades & acoustic barriers to secure all applicable types of equipment.
7.8 Storage	i. Provide safe means of storage for all forms of tools, equipment & other resources such as storage containers for general equipment and COSHH stores ii. Provide appropriate fire extinguishers, first aid kits as per risk assessment.
7.9 Housekeeping	i. Keep all work areas tidy ii. Provide equipment (bins, Hoovers etc.) to ensure good housekeeping
7.10 Tool & Equipment Standards	i. Submit a list of all tools, equipment, machinery, platforms, ladders, scaffolds & any other fall arrest, or prevention equipment to Mercury prior to site mobilisation. ii. Supply copies of records & certification or equipment that requires maintenance & 3rd party certification prior to use. 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) iii. Maintain responsibility for the equipment brought to the site and maintenance of same. iv. Ensure that all mobile equipment is identifiable by company name. v. Provide Dust Extraction & Suppression where respirable, or any other harmful airborne particulate matter will be generated • All Tools that generate dust through cutting, grinding, sanding or drilling etc shall be fitted with approved dust extraction devices. • Provide vacuums / hoovers / squeegees for cleaning - brushes are not permitted for sweeping internally. • All dust extractors or vacuum devices shall be fitted with HEPA filters.
7.11 Fire Prevention & Extinguishers	i. Supply firefighting / fire prevention equipment relevant to their work tasks ii. Not use the Mercury owned firefighting equipment unless in case of emergency.
7.12 Auditing	i. Submit an audit plan that stipulates how the effectiveness of health & safety compliance and performance will be monitored. ii. Complete audits monthly as a minimum.
7.13 Meetings	i. Attend Weekly EHSQ Meetings. A Management representative shall be in attendance at the weekly EHSQ meeting. 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.
7.14 SLT – Safety Leadership Team	i. Ensure that dedicated individual(s) attend the project SLT meetings – A senior manager / director must attend.
7.15 Drug & Alcohol	i. Have a Drug & Alcohol policy with appropriate measures for identifying at risk employees, testing programme for with cause and post-incident testing. ii. Comply with Mercury and/or Client Drug & Alcohol policies iii. Comply with refusal to test policy – Recorded as a positive test result
7.16 Welfare	i. Comply with duties of the Employer in terms of provision of welfare.

	ii. Utilise Mercury provided welfare appropriately & ensure a high standard of cleanliness iii. Ensure high quality standard of worker accommodation iv. Provide drinking water as needed and ensure all provided welfare is cleaned and maintained sanitary.
7.17 Emergency Preparedness	v. Participate in all Emergency drills and arrange as per risk profile. vi. Provide Mercury up to date emergency contacts vii. Ensure suitable rescue included in all RAMS – including Fire, Spill & Restricted access responses.

8.0 Speaking up & Looking After Each Other – Supply Chain Must;

8.1 Stop Work Authority Previously named the “Pause Programme”	i. Implement their right and their duty to halt work if a hazard is identified. ii. Ensure any stopped work is identified to their Mercury Package lead immediately and assist with the addressing / rectification of the issue before proceeding. iii. Stop Work due to; • Lack of adequate training • Inadequate equipment or PPE • Unfamiliar hazards • Impairment • Immediate danger • Environmental risks • Deviation from Work Method Plan • Any condition that may be considered as unsafe
8.2 Reporting Hazards	i. Immediately report hazards, unsafe conditions, unsafe behaviours, near misses, incidents, environmental events and quality concerns using the project reporting channels. ii. Report all incidents to Mercury Management immediately. iii. Where safe to do so, make the area safe immediately by stopping the task, installing temporary controls, warning others and escalating to supervision and Mercury EHS. iv. Communicate all reportable events to Mercury without delay and investigated in line with the project incident reporting and investigation process. v. Brief their crews on hazards raised, close corrective actions and provide evidence of close-out when requested by Mercury.
8.3 Regulatory Enforcement Notification	i. Immediately notify Mercury of; • Prohibition notices • Improvement notices • Regulatory investigations • Environmental enforcement actions • Criminal prosecutions • Licence suspensions • Significant insurance claims
8.4 SORs	i. Adhere to the Mercury SOR (Safety Observation Report) Program. ii. Ensure each person involved in the project completes at least 2no. Safety Observation Reports weekly. iii. Ensure that these targets are tracked.
8.5 Worker Participation	i. Consult with workers before and during high-risk works, RAMS briefings, SPA development, toolbox talks, whiteboards, DABS and weekly QEHS meetings. ii. Nominate worker representatives in line with project and legal requirements; worker representatives must be able to raise concerns independently and without fear of reprisal. iii. Encourage crews to submit SORs, improvement ideas, lessons learned and positive observations, and to participate in site walks, audits and learning reviews where requested. iv. Ensure Supervisors confirm that workers understand the RAMS, permits, SPA, stop-work expectations, emergency arrangements and task controls before work starts.
8.6 Fair & Just Culture	i. Support a fair and just culture where people are encouraged to report hazards, mistakes, near misses and concerns so that Mercury and the Supply Chain can learn and improve.

	ii. Treat good-faith reporting as a positive behaviour. Do not retaliate against, disadvantage or unfairly treat anyone for raising a genuine EHS, environmental, quality or conduct concern. iii. Investigate breaches fairly, distinguishing between human error, at-risk behaviour and reckless or wilful non-compliance. Corrective actions must focus on learning, prevention and accountability. iv. Co-operate with Mercury investigations, provide records and evidence when requested, and implement corrective actions within agreed timescales.
8.7 Speak Up	i. Every person has the right and duty to speak up if something is unsafe, unclear, non-compliant or inconsistent with Mercury values. ii. Raise concerns through your supervisor, Mercury package lead, EHS team, project management, worker representative or the Mercury Speak Up route where appropriate. iii. Speak up immediately on unsafe work, discrimination, bullying, harassment, environmental concerns, quality concerns, tampering with safety systems, inadequate documentation or pressure to take shortcuts. iv. Not discourage reporting, penalise a worker for raising a concern or continue work where a concern has not been assessed and controlled.
8.8 Diversity, Inclusion & Respect	i. Comply with Mercury's Anti-harassment, Anti-discrimination, Respect in the workplace & Equality commitments & policies

9.0 Environmental Risks & Expectations – Supply Chain Must;

9.1 Documentation	i. Supply the following in terms of environmental matters: • Impact & aspect assessment • Waste management plan • Environmental management plan • List of all chemicals with SDSs • Technical Data Sheets on all assets, consumables & construction materials used in the construction phase, this includes maintenance materials & consumables, with information required to support LEED certification. • Ensure environmental risks are identified and controlled within project RAMS. • Support environmental incident investigations including the provision of documents, records, environmental data and inspection reports. • Maintain all relevant permits, licences, certifications and environmental records associated with work activities and make available on request. • Evidence of environmental accreditations (ISO 14001)
9.2 Environmental Management Plan	i. Submit prior to site engagement an environmental management plan stipulating the following: • Environmental policy requirements • Roles & responsibilities in terms of environmental management • Strategies to prevent the depletion of natural resources • Strategies to minimize waste in general and prevent any hazardous waste in general • The quantity of waste that will be generated during the project • Notify Mercury of any special waste requirements • Include processes to provide equipment & other resources that comply with carbon emission requirements • An audit plan that stipulates how the effectiveness of environmental compliance and performance will be monitored • Mandatory monthly submittal of all environmental & waste related quantity data to Mercury.
9.3 Waste Management	i. Segregate, label and store waste in designated containers only; prevent windblown litter and cross-contamination of waste streams. ii. Remove waste through approved carriers and facilities only. Waste transfer notes, consignment documentation and disposal records must be retained and made available to Mercury. iii. Submit weekly/monthly waste data, including quantities generated, reused, recycled, recovered and disposed of, through the project reporting platform or as directed by Mercury.

	iv. Not mix hazardous waste with general waste. Special or hazardous waste must be identified before works start and managed through approved arrangements. v. Waste collection/facility documentation relevant to external waste handling activities.
9.4 Chemical Management	i. Submit a chemical register before mobilisation, including current SDS/MSDS, pictograms, quantities, storage locations and COSHH/chemical risk assessments. ii. Use the least hazardous product practicable. Chemicals must be stored in original labelled containers or approved secondary containers with compatible segregation. iii. Provide bunding/secondary containment suitable for the materials stored, spill kits located near use/storage areas and trained persons able to respond to spills. iv. Ensure decanting, mixing and refuelling is controlled to prevent releases to ground, drainage, watercourses, equipment or completed works.
9.5 Spill Prevention	i. Prevent pollution by using drip trays, plant nappies, spill kits, bunded storage, designated refuelling areas and secondary containment wherever fuels, oils or chemicals are used. ii. Inspect plant, generators, bowzers, hoses and containers for leaks before use and remove defective equipment from service. iii. Protect drains, gullies and watercourses. Do not wash out, discharge or dispose of liquids unless the route and method are approved by Mercury. iv. Report all spills immediately, stop the source if safe, contain the release and support clean-up, investigation and corrective actions.
9.6 Environmental Reporting	i. Report environmental incidents, ecological breaches, water contamination events, near misses, spills, permit breaches, nuisance complaints and unplanned releases immediately through the site-specific reporting process. ii. Provide environmental data requested by Mercury, including waste, water, fuel, energy, material use, spill events, inspections, audits and corrective actions. iii. Close environmental actions within agreed timescales and provide evidence of completion where requested. iv. Co-operate with Mercury, client and regulatory inspections or investigations.
9.7 Carbon & Sustainability	i. Support Mercury project carbon and sustainability objectives by reducing waste, avoiding rework, minimising deliveries and idling, and selecting lower-impact materials, plant and methods where feasible. ii. Provide material, product and equipment data requested by Mercury, including technical data sheets, environmental product information, fuel/energy use and transport data where applicable. iii. Use resources & plant equipment efficiently, protect completed works from damage and avoid unnecessary consumption of water, energy and materials. iv. Identify opportunities for reuse, prefabrication, right-first-time delivery, waste reduction and lower-emission plant/equipment.
9.8 Environmental Emergencies	i. Maintain emergency arrangements for credible environmental scenarios such as fuel/oil spills, chemical releases, firewater runoff, silt runoff, drainage contamination and waste incidents. ii. Ensure spill response equipment is available, accessible, inspected and suitable for the substances and quantities used by the Supply Chain. iii. Brief workers on emergency contacts, spill response actions, drainage protection, evacuation/containment requirements and incident escalation. iv. Participate in environmental drills, inspections and lessons learned where requested by Mercury.

10.0 Quality Expectations

10.1 General	i. The Sub-contractor shall adhere to the requirements outlined in the Project requirements and Project Quality Management Plan. ii. 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. iii. 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. iv. 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. v. 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. vi. The Sub-contractor shall provide all the applicable Handover Certificates to local Authorities, progressively as per the Baseline Schedule, when applicable. vii. 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. viii. Prior to commencing the works, The Sub-contractor shall submit for approval by the Contractor the following documents or Contractor-approved equivalent: <table><tr><th>Sr</th><th>Item Description</th><th>Required by Date</th></tr><tr><td>1</td><td>Inspection & Test Plan (ITP)</td><td>Approved 2 weeks before execution</td></tr><tr><td>2</td><td>Approved Drawings</td><td>Approved 2 weeks before execution</td></tr><tr><td>3</td><td>Technical (Material) Submittals</td><td>Approved 2 weeks before execution</td></tr><tr><td>4</td><td>Plant, Tools & Equipment Calibration Log and Certificates</td><td>Approved 2 weeks before execution</td></tr><tr><td>5</td><td>Competence and Awareness Records</td><td>Submitted 2 weeks before execution</td></tr><tr><td>6</td><td>Assess potential risks and opportunities associated with the package that may affect project performance or delivery</td><td>Submitted 2 weeks before execution</td></tr><tr><td>7</td><td>Interface With Other Construction Disciplines (e.g. interface management plan or equivalent)</td><td>Submitted 2 weeks before execution</td></tr><tr><td>8</td><td>Benchmarks / Mock-up / First of a Kind</td><td>Approved before start of execution</td></tr><tr><td>9</td><td>Tablets (e.g., iPads) to And Access to Project CDE</td><td>After signing Contract</td></tr></table>	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
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																													
10.2 Inspection and Test Plan (ITP)	i. The Sub-contractor shall prepare and submit an ITP covering all scope activities, using Mercury template QLY-TE-ZZ-000001. ii. The ITP must comply with project and regulatory requirements and be submitted via Project's CDE in line with procedure QLY-SOP-ZZ-000001. iii. Submission is a prerequisite and must occur at least two weeks prior to starting on-site works.																														
10.3 Drawings & Technical Submittals	i. 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 certifications...), and Mercury Engineering standards. All submissions must utilize the approved templates and be uploaded via the designated Project Common Data Environment (CDE). ii. 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.																														

10.4 Competence & Awareness	i. All Sub-contractor personnel must be trained and competent to perform their assigned tasks. The Sub-contractor shall: - Identifying necessary competencies for personnel involved in operations-related tasks. - Providing training or other actions to achieve the required competence. - Evaluating the effectiveness of training and competence-building measures. - Maintaining documented evidence of personnel competence, such as training certificates and experience records ii. Relevant training certificates and a competency matrix must be available.
10.5 Calibration Records & Logs	i. 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.
10.6 Benchmarks / Mock-up / First of a Kind	i. 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. ii. Benchmarks shall be: - Indicated as a "HOLD POINT" within the relevant Inspection and Test Plan (ITP). - Physically executed on a defined section of works or an independent part of the installation. - Documented in a Benchmark Report using template QLY-TE-ZZ-000002. - Submitted for inspection via the Project Common Data Environment (CDE). - Attached to the Benchmark Checklist as specified in the applicable ITP. iii. 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. iv. This is a mandatory HOLD POINT and must be completed at least two (2) weeks before on-site activities begin. Refer to SOP: QLY-SOP-ZZ-000003.
10.7 Incoming Material / Equipment Inspections	i. 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.
10.8 Site Inspections & Testing	i. Pre-Inspection Requirements: - Review all systems and areas. - Generate and resolve snag lists. - Complete check sheets before presenting to Mercury. - Close all snags/NCRs via the project CDE. ii. Inspection Process: - Offer completed sections for inspection for every "HOLD" point as per approved ITP frequency. - Submit inspection invitations to Mercury at least 24 hours in advance via email or designated platform. - Work must not proceed without Mercury's inspection sign-off. iii. Scheduling & Reporting: - Submit weekly inspection/testing schedule and 2-week look-ahead to Mercury via email. - Maintain full inspection traceability using an inspection tracker. iv. Documentation & Handover: - Use checklists and test records for final handover. - Refer to SOP: QLY-SOP-ZZ-000002. - Include inspection/test records in monthly progress claims. v. Right First Time - 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.

	vi. Signing inspection records does not release the Sub-contractor from liability if work fails to meet contract requirements.
10.9 Protection of completed works	i. Sub-contractor must protect all completed works until final handover. ii. Key duties: • Use coverings/barriers to prevent damage. • Securely store materials/equipment. • Inspect regularly and fix any damage. • Coordinate with other trades to avoid interference. vii. Mercury is not liable for damage before handover. Sub-contractor bears all repair/replacement costs for damage.
10.10 Non-Conformances (Snags & NCR)	i. The Sub-contractor must identify and log all Non-Conformances (Snags and NCRs) in the Project CDE before offering works for inspection. ii. Undetected issues may be raised by Mercury, the Client, or third parties, and may affect competency assessments, payments, or lead to penalties. iii. For each NCR: • Mercury will issue a report with references. • The Sub-contractor must submit a Correction Plan, Root Cause Analysis, and Corrective Action Plan via BIM 360 within 3 days. • Upon approval, corrective actions must be implemented and verified by Mercury before NCR closure. • Delays may result in Mercury reassigning the work and back-charging costs. viii. For Snags: • Daily walkthroughs must be conducted to identify issues early. • All snags must be logged and resolved in the CDE before inspection. • 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.
10.11 Lessons Learned	i. The Sub-contractor must support continuous improvement through lessons learned. ii. Key duties: • Document challenges, successes, and improvements. • Submit reports at milestones and project end using Mercury's template. • Join post-project reviews with Mercury. • Apply lessons to improve future work. • Include Mercury's past lessons in project delivery. • Completion of this process is required for final project closeout.
10.12 Training Requirements	i. 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. ii. A Kick-off Meeting and Quality Induction are mandatory for all Engineers, Foremen, and Supervisors before starting work. iii. New personnel must attend the Quality Induction upon joining. iv. Workers on site must attend "Practical Induction" on approved benchmark before starting the work on site.
10.13 Compulsory Meetings	i. 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. ii. DABS Meetings attended daily. iii. Whiteboard Meetings attended daily. iv. Compulsory Weekly QEHS Meetings attended, NOTE: • A Management representative shall be in attendance at the weekly QEHS meeting. v. 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.

10.14 Statutory Approvals	i. 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. ii. To avoid delays, the Sub-contractor must proactively seek approvals and ensure submission timelines align with the project schedule. iii. 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.
10.15 As-built Records	i. The Sub-contractor must submit complete As-Built documentation before final handover. ii. Package must include: • Updated drawings and layout plans. • Markups/redlines of changes. • Installation records. • Test and commissioning reports. • Compliance certificates. iii. Approval of As-Built documents is required for project closeout.
10.16 Operations & Maintenance (O&M) Documentation	i. The Sub-contractor must submit complete O&M documentation using Mercury's template before project completion. ii. Must include: • Operation and maintenance manuals. • Troubleshooting guides. • As-built drawings. • Certifications, warranties, and spare parts lists. • Training materials and maintenance records. iii. Documentation must be stored in the Project CDE and approved by Mercury for final handover.
10.17 Hand over Document	i. 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. ii. The documentation pack shall include, but is not limited to, the following: • Technical Submissions • Key Plan Layout Drawings for each system, including ID checklists for traceability • As-Built Drawings • Surveys • Records indicated in ITP such: • Completed Benchmark Documents • Inspection Checklists extracted from BIM 360 Field or any other agreed Quality Control platform • Testing Records • Punchlist Closeout or Snag-Free Statement, countersigned by the Mercury Project Manager • Specialist Declarations • Operations & Maintenance (O&M) Manuals • Installation / Construction Warranties, issued by the Sub-contractor and backed by the manufacturer or supplier of materials • Independent Third-Party Reports iii. 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.
10.18 Audits	• Mercury may conduct audits at any project stage to assess compliance. • The sub-contractor must provide full access to records, procedures, and personnel. • Any issues found must be resolved promptly with a corrective action plan. • Non-compliance may lead to penalties, payment retention, or work suspension.

11.0 Success, Recognition and Consequences

11.1 Behavioural Code	i. Mercury reserves the right to enforce a strict disciplinary code onsite. ii. The behavioural code applies to everybody who works on a Mercury project irrespective of who they are employed by. iii. 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. iv. Incentive schemes for good behaviour, innovation and those leading by example to ensure the continuous promotion of #worksafehomesafe ethos
11.2 Green - Recognition	i. 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.
11.3 Yellow – Improvement Notice	i. 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.
11.4 Red – Serious Breach	i. 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
11.5 Investigation & Escalation	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. ii. 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. iii. 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.