

Sub-Contractor and Supplier Management Policy

It is rare for us to use sub-contractors but on the occasions, we do, such as under our business continuity planning process, they are subject to stringent and rigorous selection and ongoing service criteria. Our material, equipment and general suppliers are subject to the same processes, and this gives us assurance that our aim of delivering superior quality is maintained.

We regard the selection of the most appropriate suppliers and sub-contractors as highly critical for the overall project performance. To select the most appropriate subcontractors for the project we have to know all financial, technical and general information about them. We also give preference to local suppliers wherever possible.

Within this context we consider several factors in the selection process. These factors may include the quality of production, efficiency, employment of qualified members, reputation of the company, accessibility to the company and completion of the work on time.

Our key criteria for selecting suppliers and sub-contractors include:

- HSQE performance across all of their activities and functions
- Value
- On time delivery
- Reliability
- Their own supply chain management systems
- Staff selection, recruitment, retention and equal opportunities
- Quality of workmanship (from references and inspections if new)

All supplier awards are evaluated by our senior management team.

Following successful selection to become one of our suppliers we use a variety of criteria to continually monitor their performance including:

Health and Safety

Health and Safety is our highest priority. We are committed to providing a work environment that strives to protect the health and safety of our customers, our suppliers and our employees. We expect our suppliers to have a safety programme that is actively supported by the supplier's top management team.

Our suppliers must, as a minimum:

- Abide by all our health and safety rules in performance of work on our sites
- Abide by all applicable governmental rules, regulations, and laws

Environmental and Sustainability

It is our policy to seek continuous improvement in our environmental performance. We are committed to maintaining environmentally sound business operations and to contributing to the common effort to protect the natural and workplace environment.

At all of our sites, we expect our suppliers to:

- Ensure that, at a minimum, all products and services comply with applicable environmental rules, regulations, and laws
- Actively work to meet or exceed all applicable environmental and materials handling Policies

Total Cost of Ownership

- Provide a competitive cost structure for all of their products and services as benchmarked against their peers.
- Suggest ways that we can improve both their and our products or services to achieve lower costs.
- Demonstrate continuous improvement in all elements of their cost structure.

Assurance of Supply

- Provide a stable supply stream, free from defects and disruptions.
- Be capable of delivering their products and services to the point and time of need.

Responsiveness

We respond quickly to customer enquiries, and we strive to efficiently resolve and eliminate any problems that might arise.

We expect our suppliers to:

- Respond to enquiries promptly with clear, complete, and accurate information.
- Be able to support changes in our demand or requirements.
- Exeditiously resolve any problems or supply

General

All new sub-contractors or suppliers will complete a sub-contractor evaluation form upon applying to work with us and be asked to provide copies of relevant policies relating to HSQE.

A handwritten signature in black ink that reads "Gary R." with a stylized flourish at the end.

SIGNED:

NAME: Gary Robinson

POSITION: Managing Director

Policy Updated: January 2025