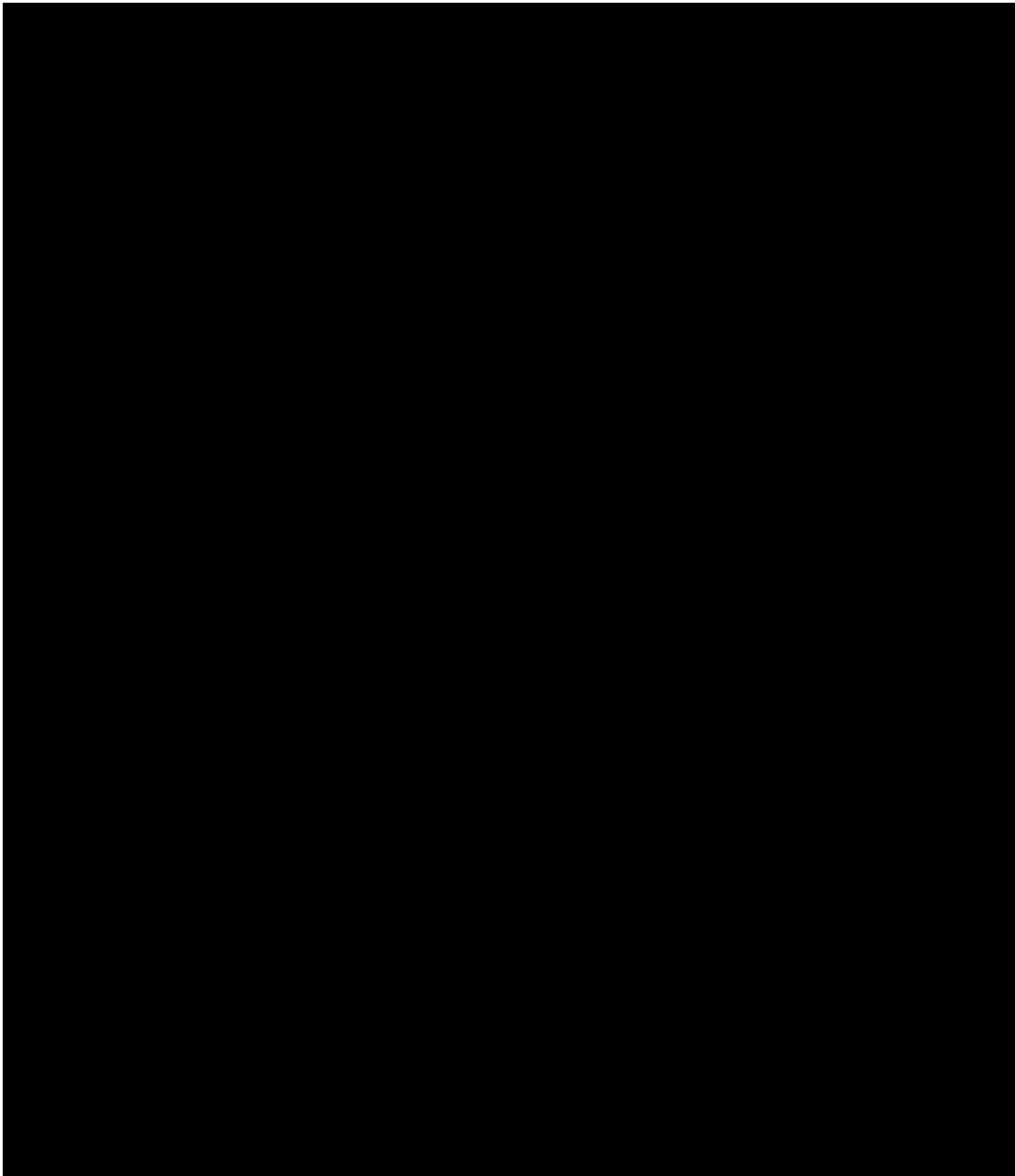


OLYMPIC STADIUM TRANSFORMATION SHELL & CORE TENDER SUBMISSION OCTOBER 2013

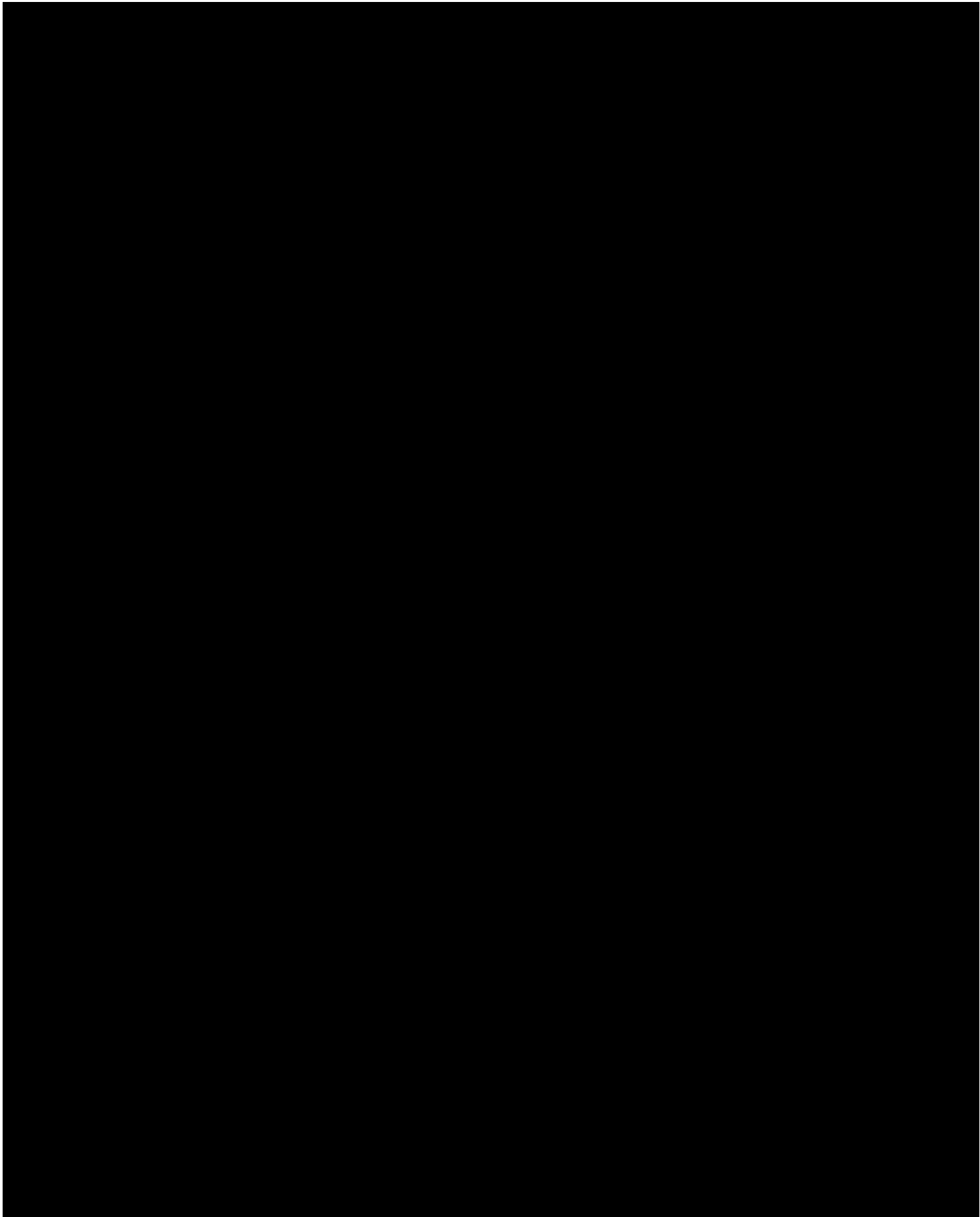


1.1 The Prices – Additional Information

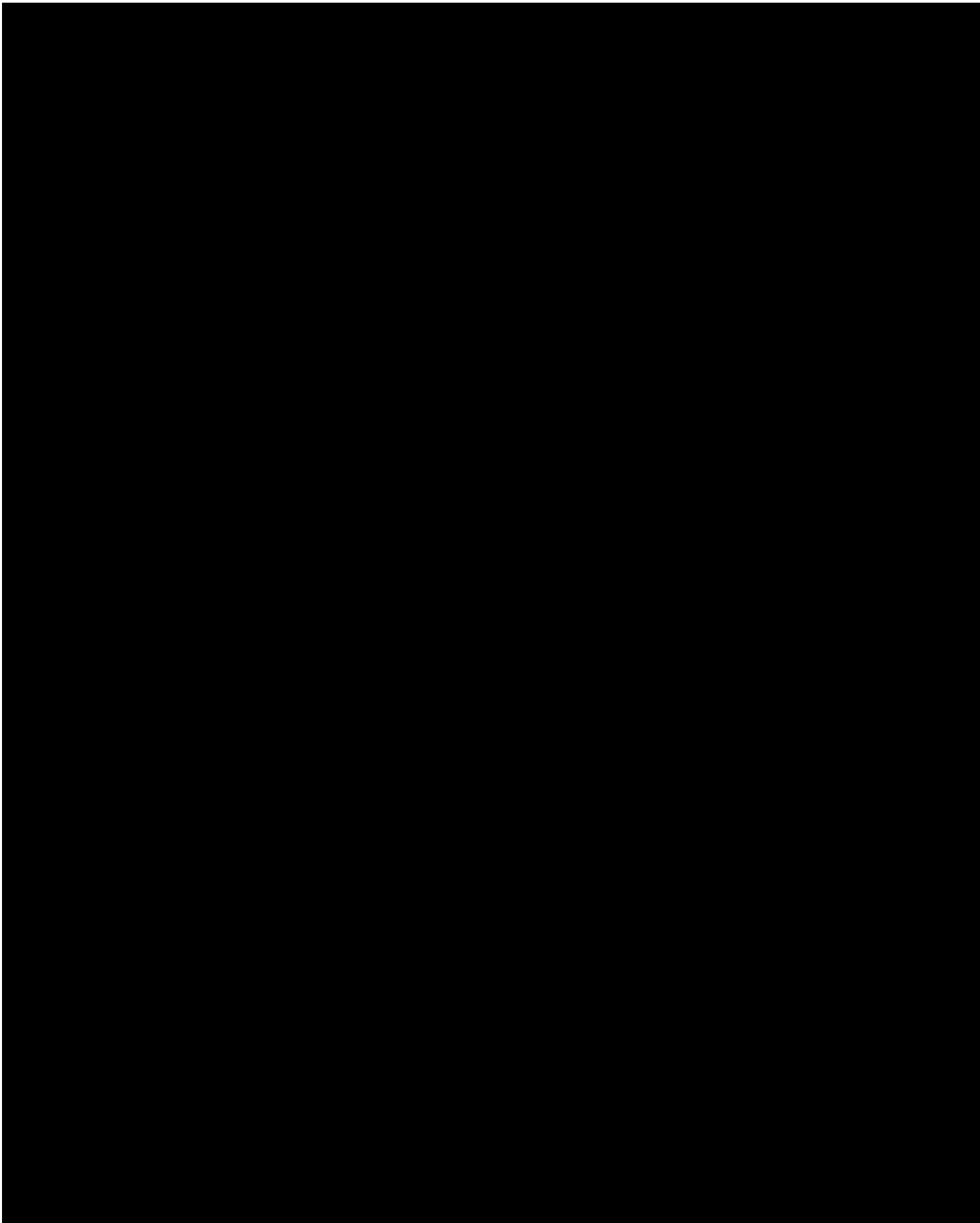
Clarifications and Assumptions



OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
TENDER SUBMISSION OCTOBER 2013



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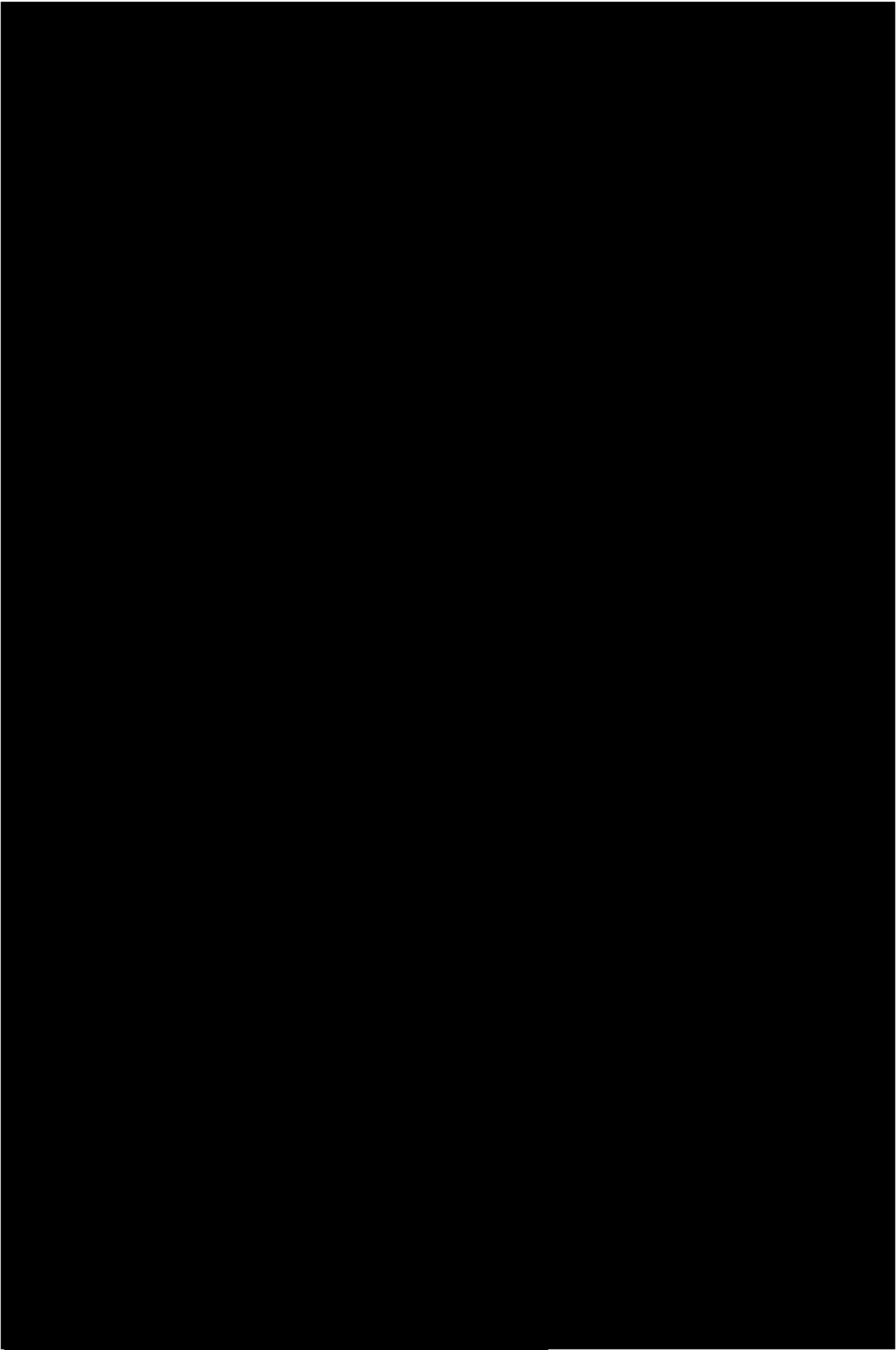


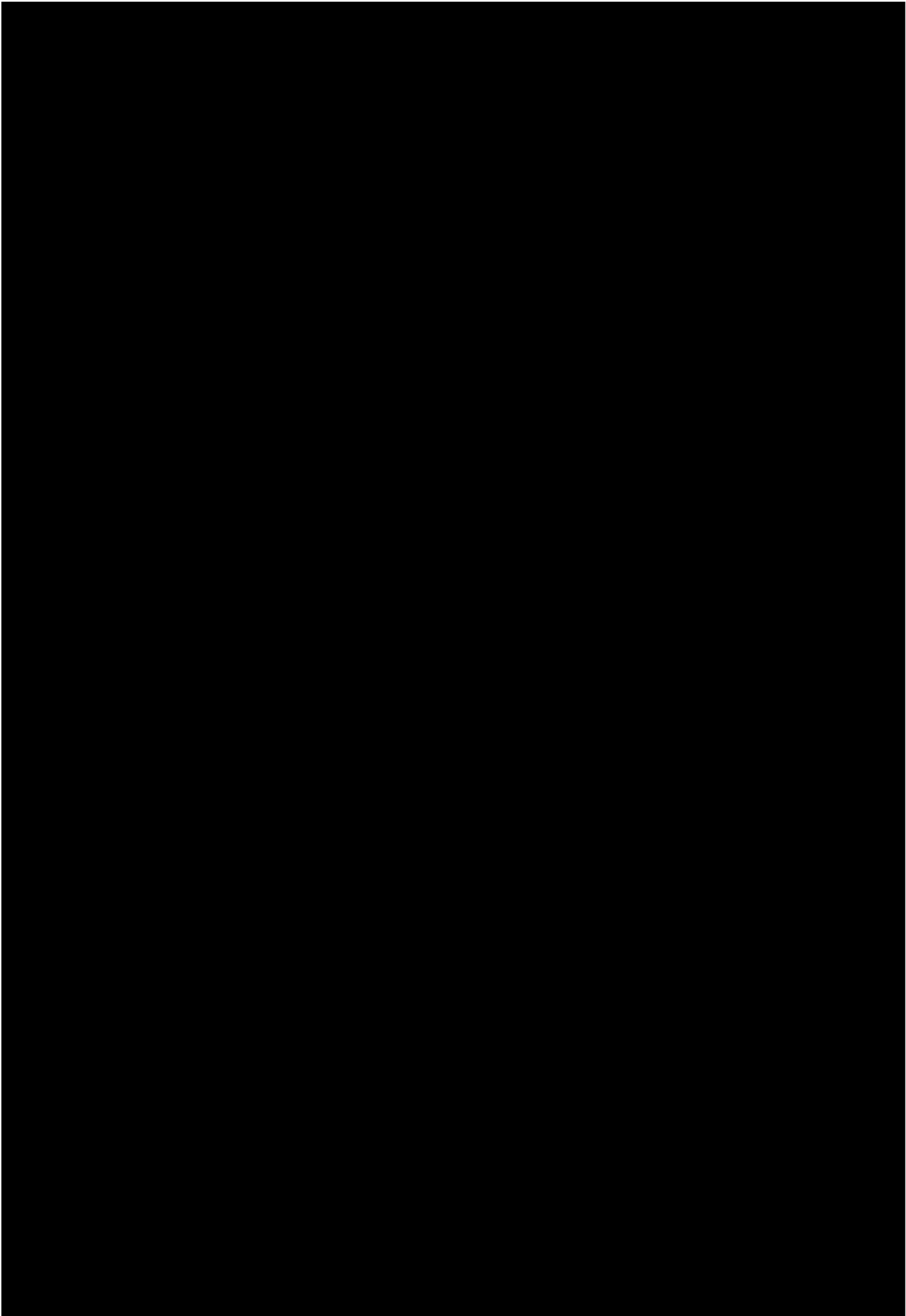


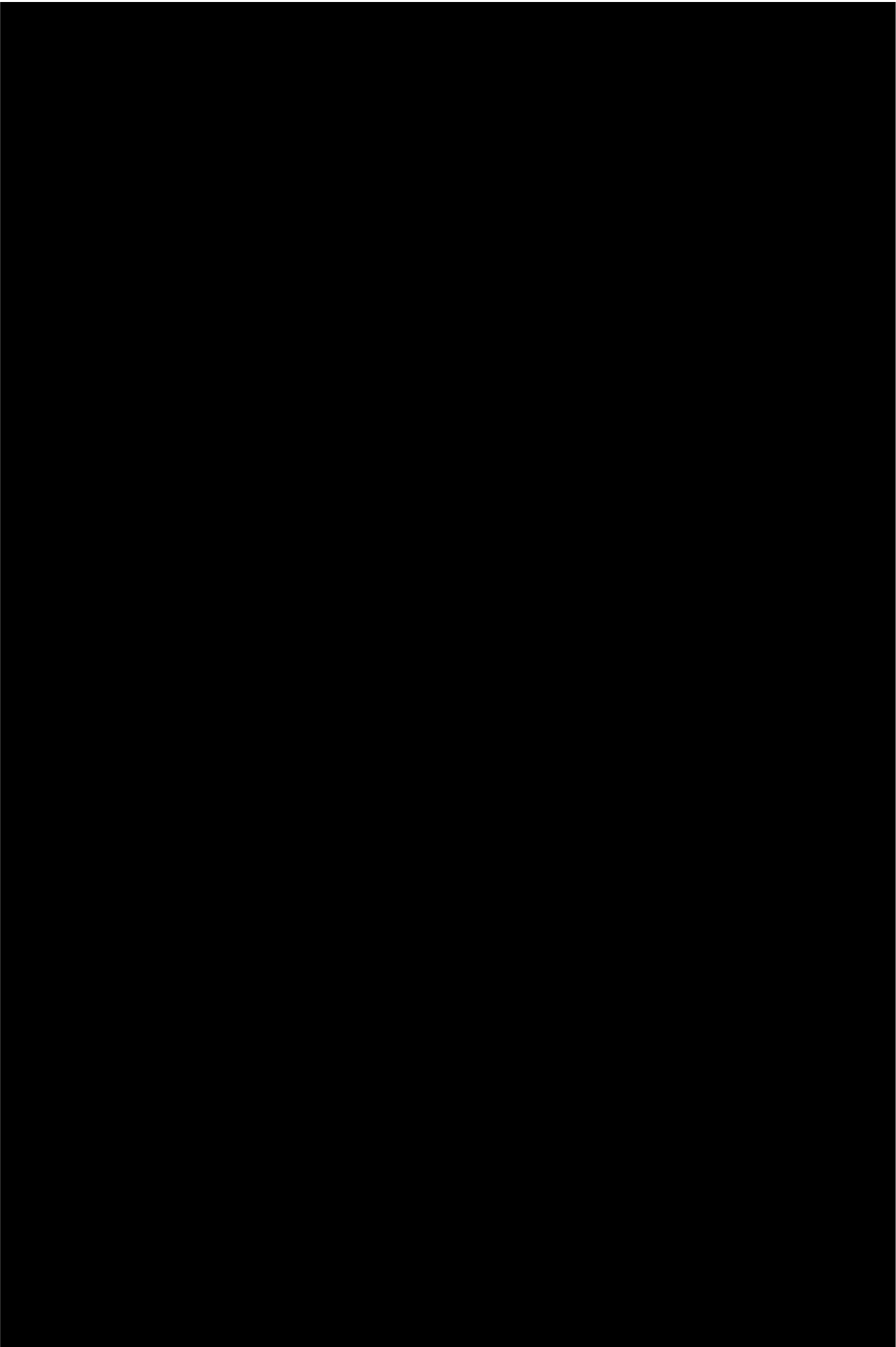


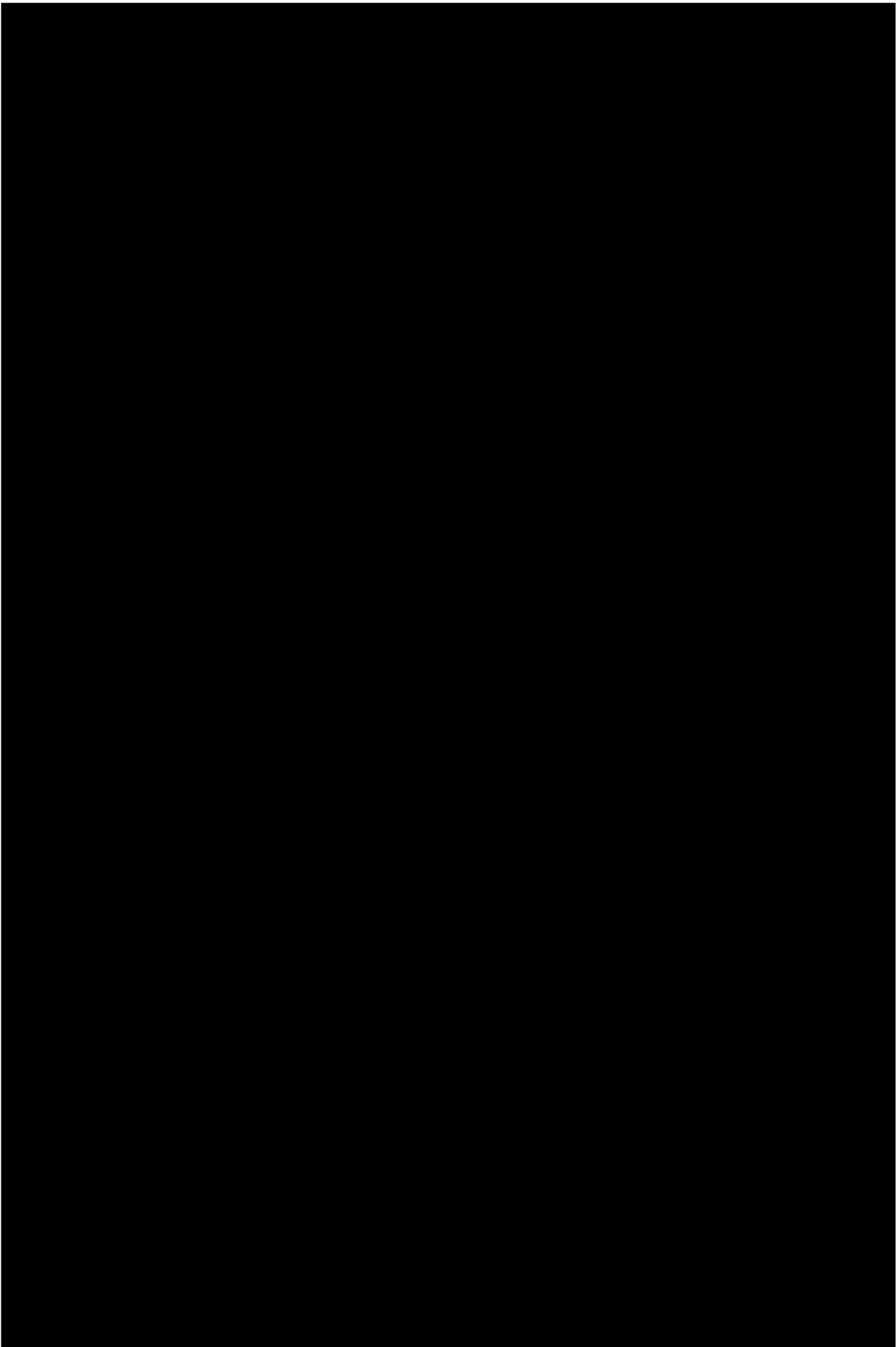


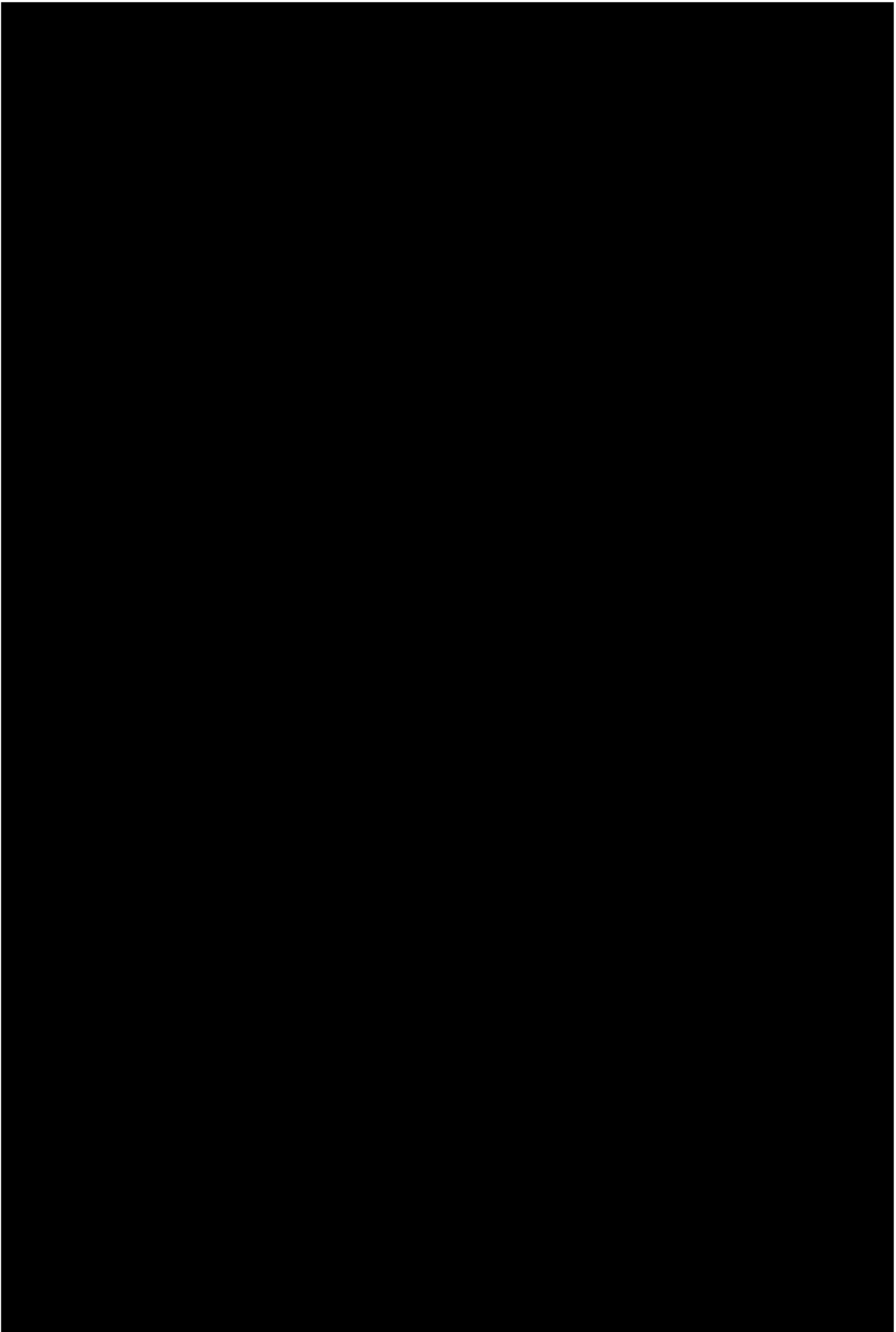


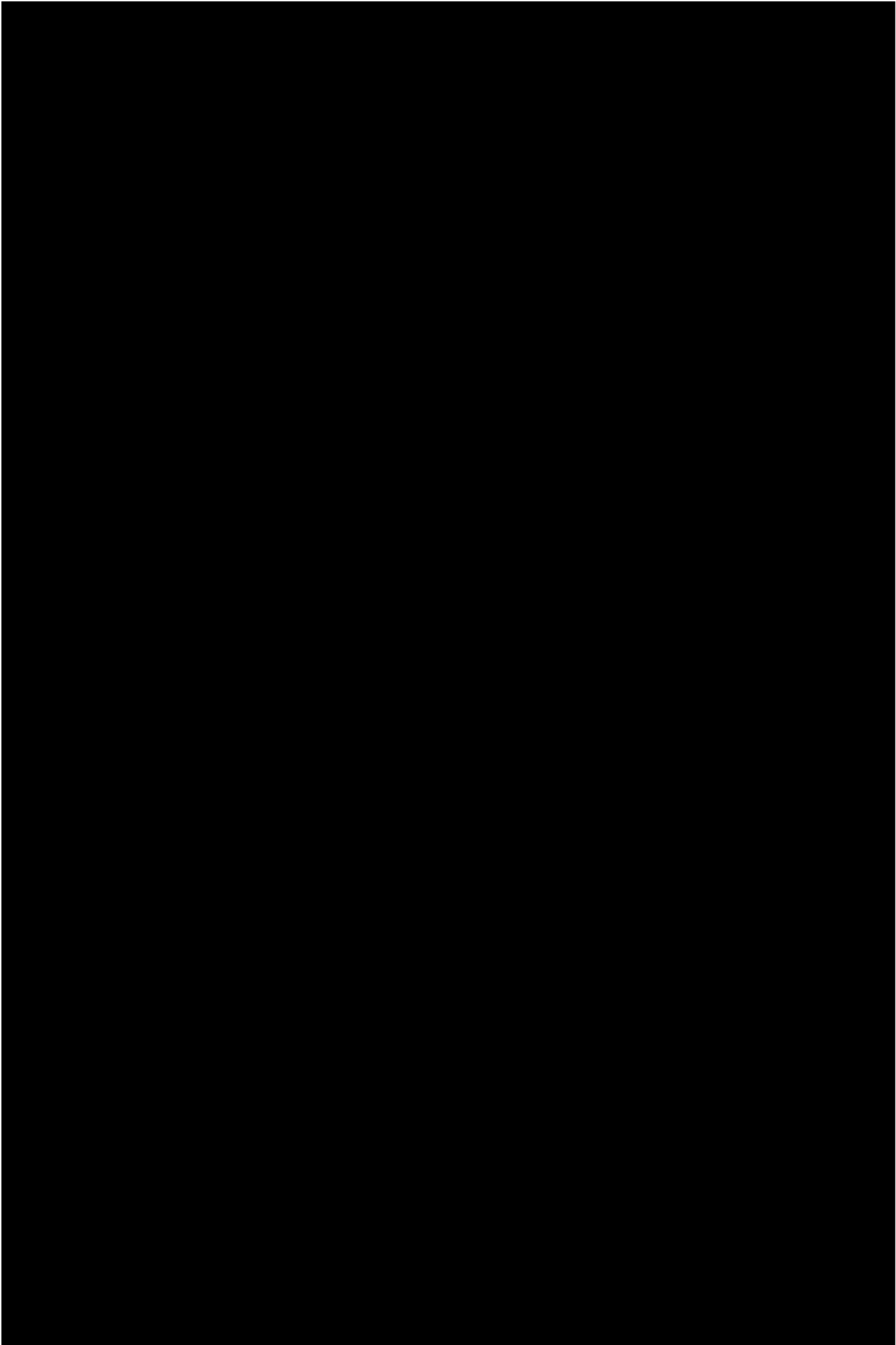


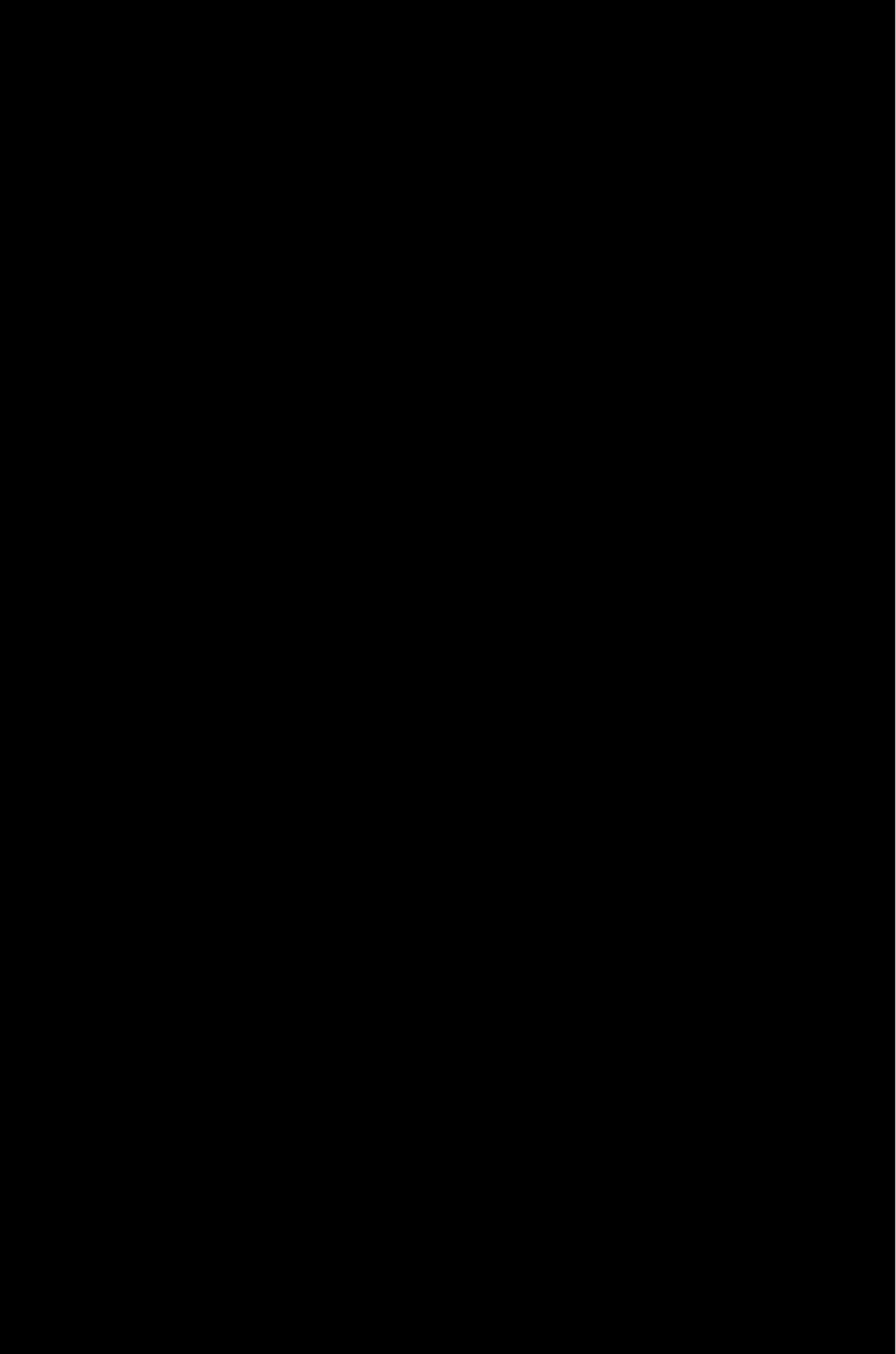


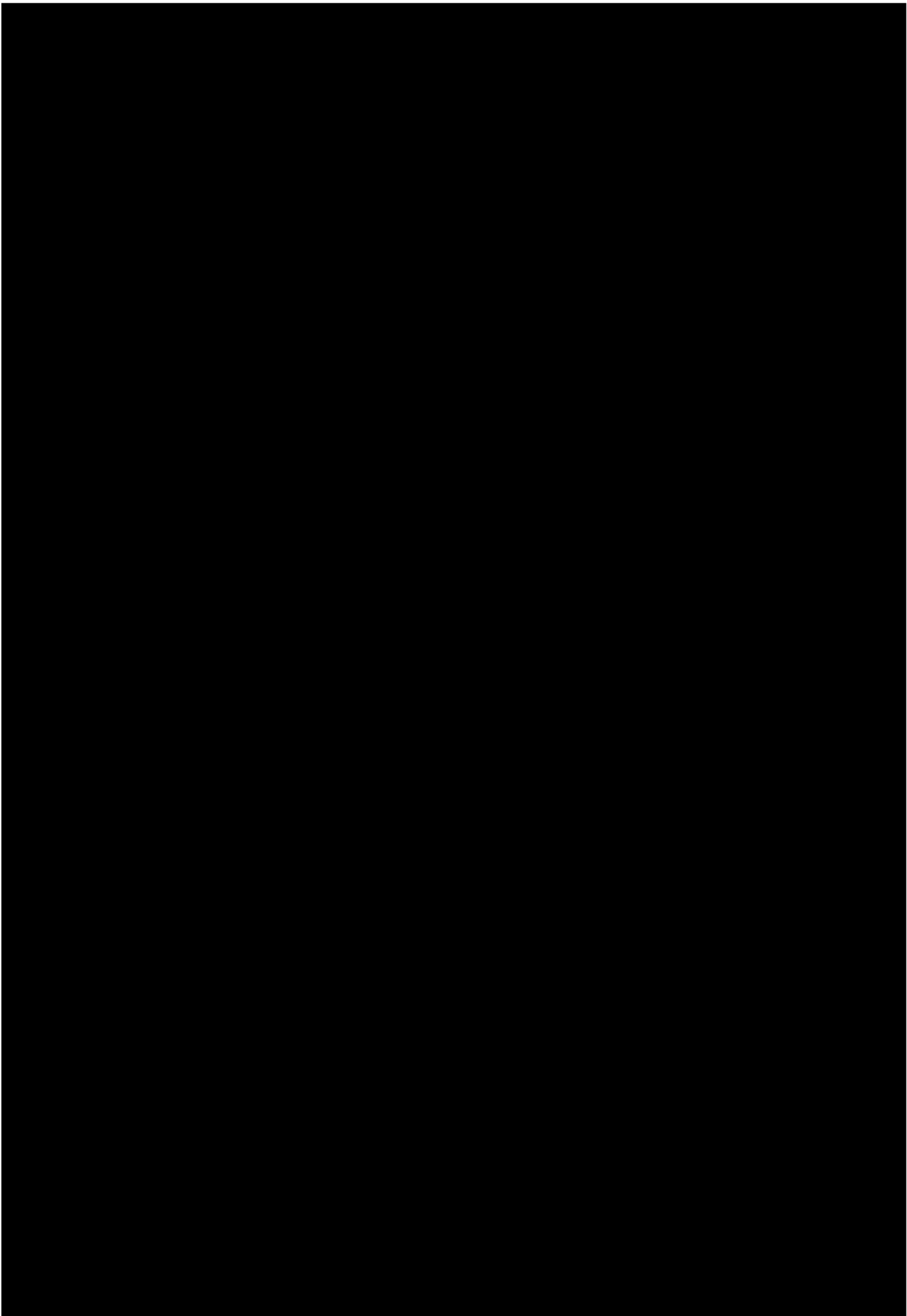












1.2 Contractual Mark Up

Project Name: Stadium Transformation

Contract Title: Shell-and-Core Works, Main Contractor

Tenderer Name: Balfour Beatty Group Ltd

Clause Reference	Proposed drafting amendment (mark up of the relevant provision of the Contract or ancillary document)	Explanation of why the proposed amendment is necessary	If the Contracting Authority does not accept the proposed amendment, financial impact on the Tenderer's tender price
Contract data part 1	Heading top right of page Delete "2" Insert "1"	Heading is for data part 2	nil
1 general	The contract title should read: Delete "as amended" Insert "including the LLDC standard additional clauses and amendments"	This is what the contract is called. See front page of NEC document	nil
1 general	Add X14	Advanced payments are required under the roof works contract and may be required under this contract	nil
Optional statements	The <i>Contractor</i> is to submit a first programme for acceptance within Delete "two (2) weeks" Insert "four (4) weeks"	The two week period may not be achievable	nil

Key dates	KD1 to be deleted	The proposed key date 20 th December 2013 is the contract starting date and is not required as a key date	nil
Contractors forecast	The <i>Contractor</i> prepares...at intervals no longer than Delete "four weeks" Insert "monthly"	Four weekly reports result in 13 per year. Reporting periods are monthly	nil
Option X5 and X7 delay damages	The section descriptions are different to those stated in X5	Both sections descriptions should be the same. .	nil

Memorandum of agreement Item 4	Add X14	Advanced payments to subcontractors will be required	nil
Clause 11.2 (24) Clause 17 and 21 and 60.1 (1)	The definition of Employer Pre Contract Design refers to section A300 to identify what this includes however in A300 this is not clearly defined	A300 needs to clearly identify what the Employer Pre Contract Design is	nil
Clause 28.2	The clause states that these are defined in the Project information however these are not clearly defined	For clarity insert roof works to be novated in project information same as for services page 29 of 174.	nil
Clause 28.3	Delete "(and procure that its parent guarantor execute and deliver)"	It is the Contractors responsibility not the parent guarantor.	nil
Clause 28.6	This clause is deleted	Delete this clause, it is not in the Roof Contract and BB governance does not allow the Employer to be appointed attorney.	nil
Clause 79.8	Replace <i>Subcontractor</i> with <i>Contractor</i>	Drafting error.	nil
Option X18.3	Add "subject always to the limitation on liability identified in X18.1 " at the end of the paragraph.	To eliminate any ambiguity.	nil



2.1.1 Health and Safety



Key points

- Zero Harm – the driver of our strategy and our commitment to you
- People – our leadership and safety management team will work tirelessly to reduce risk
- Experience – a core leadership team from Aquatics and a world class safety management team from Heathrow Terminal 2

Our priority from concept, planning, design and delivery is to provide exemplary health and safety standards and leadership; meaning that in everything we do, we commit to eliminating and where this may not be possible, reducing our impact on our client, staff, workforce, stakeholders and public. We review health and safety beyond on-site activities and get to the heart of all risks through the design, fabrication and transport of materials and elements. We plan, we think, we eliminate. We therefore commit to discharge and comply with all relevant health and safety duties specific to this project as outlined within B100 of Appendix D of the ITT the "Employer's Health & Safety Standard".

Supporting the key objectives, common & visual standards of the LLDC

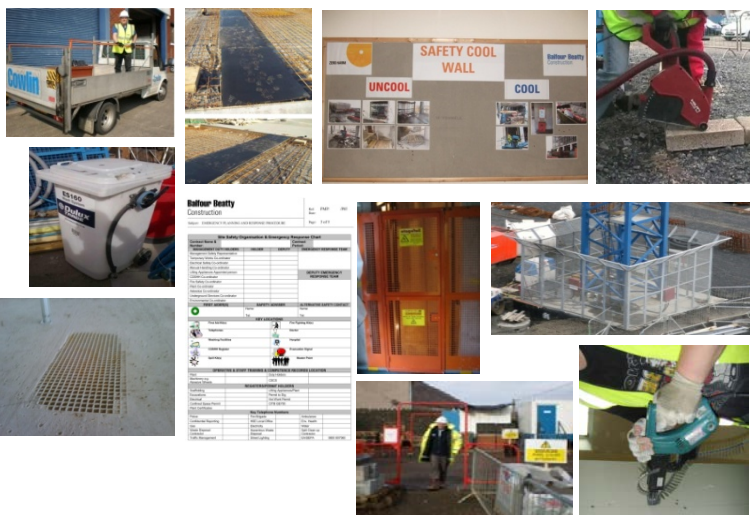
<p>No fatalities No accidents Information Health and wellbeing Health and wellbeing Working with You Waste Workforce</p>	<p>Eliminating fatal risks Eliminating hazards Maintaining Zero Harm day to day Keeping the public safe from harm Keeping all our people healthy Working with our customers <i>Please see the Environmental Sections</i> Making safety personal</p>

Table 1: Alignment of LLDC's and Balfour Beatty's Health & Safety commitments

Our common and visual standards

We strive to lead and not follow. That is why we always look to innovate and adopt new best practice at every opportunity. Having reviewed the LLDC Common and Visual Standards within Appendix 15 of the ITT, we are pleased to confirm that our standards are aligned with those of the LLDC and that such standards are adhered to on site through the use of our PEP, which incorporates such items as:

- Management of nuisance – dust, emissions, etc
- Management of Temporary Works
- Materials storage, protection and distribution
- Protection and working adjacent to buried services
- Exclusion zones
- Occupational Health
- Vehicle and pedestrian segregation
- Logistic Plans
- Lifting Plans
- Emergency Plans including Rescue from Height
- COSHH and Emergency Plans





As standards are always improving, we will carry out reviews before and throughout our time on site, making sure that we continue to adhere and improve on industry standards and legislation. Through our lessons learnt at the Aquatics Centre from the ODA to Legacy and other projects, we have continuously improved our on site activities.

Through close collaboration with our customers, supply chain and from within our Group companies, we always review and share best practice for the overall benefit.

We understand that our activities on site can have environmental, health and safety and financial impacts on the project and those affected by it. Therefore, we always seek to:

- Eliminate: Aquatics Centre - no damage to the natural environment
- Protect: Aquatics Centre - protection of rail and waterways
- Reuse: 52% reuse of materials achieved at the Aquatics Centre
- Recycle: 96.5% of material diverted from landfill at the Aquatics Centre

Environmental management (alignment with the HSE Standard for Olympic Park Transformation)

Our experience of working within the LLDC standards means we are pleased to continue contributing and supporting the maintenance of the LLDC standards and innovations to improve Health, Safety and Environment issues on the park. With the surrounding rivers and close proximity of public dwellings on the west bank of the river, environmental planning is essential in continuing and maintaining the relationships with the neighbours and stakeholders.

Our environmental objectives are set out and given ownership within our Project Execution Plan. The highlights of the plan are:

- The prevention of environmental incidents
- Minimise carbon emissions
- Minimise waste
- Re-use and recycle
- Sustainable and ethical sourcing of materials and workforce
- Protection of biodiversity
- Reduce water consumption
- Optimise positive and minimise adverse impacts on the environment

Experience and knowledge

Our experience of maintaining and adding value to the health and safety standards required on the Queen Elizabeth Olympic Park are evident from our continued involvement on the Aquatics Centre and its legacy transformation, our recently awarded involvement on the Stadium Roof Transformation and through the direct involvement on SHELTON of [REDACTED], our Stadium Transformation Project Director.

As our previous experience is only a base line of evidence to what we have done, we are committed to further expanding and developing standards on the Stadium Transformation project through jointly agreeing betterment targets to safety and providing a team of experienced health and safety professionals from Heathrow Terminal 2B (please see Table 2) to work as part of the site team ensuring that at every opportunity we eliminate risk.

Our commitment to the LLDC leadership model and management of arrangements

Commitment through leadership

We commit to ensuring that the project has the very best leadership delivered through our personnel, that of our supply chain, design team and individuals. This leadership is initiated from the top from [REDACTED] our Project Director, who has successfully delivered projects for the ODA and LLDC previously and will continue with his commitment on the Stadium Transformation development.

We are successfully achieving our aligned objectives and aims from the table 1 through our commitment to strong HSE leadership, exemplary management and training whilst integrating every member of the team including the customer and supply chain. We ensure the resource is right for the task and that the team are competent, fully trained, informed and briefed. Our commitments to you, our employees and subcontractors include:



- Providing safe workplaces and systems of work
- Eliminating (reducing where not possible) risk at all possible opportunities
- Championing behavioural safety
- Providing training, information, and supervision in everything we do
- Encourage reporting of near misses and accidents
- Benchmarking and Reporting on a regular basis, through face to face meetings, campaigns and talks
- Providing HSE champions and a Project Leadership Team

We will continue to achieve this through leadership engagement and tours, an auditable trail detailed within the PEP and by gaining committed leadership to Health and Safety through our supply chain.

Balfour Beatty has worked with the ODA and LLDC in the safe delivery of the complex Aquatics Centre Project and its legacy remodelling, and are now delivering the Stadium Roof. This experience gives us a thorough understanding of the requirements and expectations of the LLDC for the Stadium Transformation project.

Our key members of HSE team supporting your leadership team

Name	Role	Strengths	Evidence of supporting leadership
[REDACTED]	Site Safety Manager	Depth of knowledge and varied experience of projects People Skills	CMIOSH Training and coaching others
[REDACTED]	Environment BREEAM Specialist	Legacy history of working on the Aquatics, supported by the global strength and knowledge provided by Balfour Beatty Group and Parson Brinckerhoff	Member of the Chartered Institution of Water and Environmental Management Member of the Chartered Institution of Waste Management Fellow Royal Geographical Society

Table 2: Our HSE Team for the Stadium Transformation – please refer to Section 2.3.2 for details

Reward and recognition

Recognising the achievements of individuals and companies for their commitment and delivery to health and safety and environmental awareness is essential to not only its continued success, but its uptake and delivery. We ensure our individuals commitments are recognised and valued regularly with incentive schemes such as awards, vouchers, free meals, employee of the month posters.

On the Stadium Transformation Shell and Core project, we would look at a minimum of monthly employee awards, on the spot meal vouchers and taking the time to value exemplary health and safety behaviour. The system would be communicated from the start on site at induction and maintained through Daily Activity Briefings (DABs), notices and weekly open safety meetings.

Communication

Communication is key to delivering a safe and productive work environment which is essential on site. Therefore, to ensure day to day control of the segregation of works, a supervisor’s meeting will be held at the end of each day to present their DABs (Daily Activity Briefings) to their teams the following morning. A number of large scale drawings of the stadium showing the phases of work, exclusion zones and current routes for vehicles and pedestrians will be shown at these briefings and will also be located at communication hubs around the project site. Regular “Safety Stand Downs” will encourage people to think and review safety on site and offer the opportunity to discuss observations.



Transition

Our knowledge and experience gained through working on the QEOP and throughout projects within the Balfour Beatty Group can only go from strength to strength. We already have extensive experience of working with the Tier 2 subcontractors selected for the Stadium Transformation. As we are delivering the Roof works, our management system and ethos are already aligned, and our past and current relationship with [REDACTED] as a preferred subcontractor on some of our prestigious projects at Bishops Court and 67 Lombard Street mean that our visions are akin to one another. We have already commenced engagement with them on issues pertinent to the safe and timely delivery of this iconic project. We are used to leading complex, time critical, prestigious, high profile projects to a safe on time delivery, such as the London Aquatics Centre, the M25 widening, Blackfriars Station Redevelopment and Heathrow Terminal 2B.

Our team commit to delivering a seamless, effective and safe transition to Principal Contractor on the project. As Roof Contractor and Main Contractor we will eliminate the interface risks associated with inheriting the most safety critical element of the overall project, whilst concentrating on integrating and delivering the other elements seamlessly. Planning and coordinating will be critical to achieving this and we feel we are the best placed to achieve this not only from our involvement already in the roof but because we have committed and driven individuals assigned to this project that are already formulating how to excel on the Stadium.

CDM

The following outlines how we implement our duties under the Construction (Design and Management) Regulations 2007 and industrial best practice.

Balfour Beatty has produced a comprehensive Health and Safety Procedures Manual with procedures that provide robust and comprehensive guidance in the managing of safety. Their implementation realises the goals stated in our Health and Safety Policy. These procedures are further supplemented by recognised safety standards which apply to the construction industry.

We integrate CDM issues into the management of the project, via the Project Execution Plan (PEP). The Project Execution Plan addresses all the headings as detailed in the CDM regulations, and ensures the Project Manager creates his own bespoke plan underpinned by CDM regulations.

The responsibility for this plan lies with [REDACTED] (Project Manager), who will be assisted by a site based support staff, many of who come with years of experience in working either on the Aquatics Centre or Heathrow Terminal 2B. Their roles and responsibilities will be clearly defined by our company procedures and the bespoke PEP prepared for the Stadium Transformation Works.

We conduct three levels of audit and monitoring of our Health and Safety System to ensure they are up to date and relevant to the works we are doing. An overview of the audits will be circulated in the monthly HSEQ report. Annual reports will be produced by the Company H&S Manager and the Q&E Manager to improve performance and correct deficiencies identified by audit. The reports will explain the overall strategy to improve the Safety Management System and will set objectives, establish priorities, allocate resources and responsibilities and set deadlines for implementation.

The attainment and maintenance of an exemplary safety performance and the well-being of our people is fundamentally important. The key characteristics that underpin a safe outcome are:

- Vision
- Strategy
- Leadership
- Planning
- Engagement
- Personal commitment
- Wellbeing

Vision

The vision of Zero Harm must prevail above all other factors. The impact of accidents upon the families of those affected or those closely involved with a project is profound. Our commitment will be to complete the Stadium Transformation in its entirety in line with our aligned aims tabulated above. We will also continue to learn and evolve from our experiences not only on the Park but from within the BB Group to lift standards, improve safety, introduce new and better work methods and educate all whom we touch.



Strategy

Our suppliers are selected because of their experience, knowledge and industry leading approach to safety and delivery along with their known commitment to the wellbeing of their people. We will all be challenged to out-perform our past. We will ensure zero tolerance of poor performance. The behaviours and competencies of management and supervisors will always be under review. We will all cooperate with each other to reduce the risk of incident or injury.

Leadership

We will ensure our leadership team demonstrate high visibility across all activities on site and contribute to the Park-wide forums that exist to promote exemplary standards. We will hold regular Safety Leadership Team meetings with representatives of our suppliers, our design support team the workforce and yourselves.

Planning

There will be an emphasis on planning to eliminate risks through the design and procurement stages. High risk activities will be HAZOP reviewed with stakeholders – designers, contractors, suppliers, the HSE and specialists. Actions discussed will be recorded and implemented. Works will not proceed on site until we are satisfied that method statements, risk assessments and lifting plans are robust and properly thought through and approved.

Engagement

We will develop a specific engagement plan for the Stadium conversion. We will encourage workplace engagement, reporting of good and bad practice and near misses, reward and recognition and supervisor training. We will communicate and provide guidance on what is good and what is unacceptable. Regular safety stand-downs and senior management briefings will reinforce our commitment.

Personal commitment

Every individual will be challenged from the onset. Do you want to be cooperative or not? Are you caring or uncaring? Will you treat others as you would be treated yourself? Are you supportive of zero tolerance at the workplace and are you intolerant of personal abuse? What are your responsibilities as a supervisor? What will you do to secure your own safety and that of your colleagues?

Wellbeing

We will provide trained medical support, encourage healthy eating and be intolerant of alcohol or drugs abuse at the workplace. We will support a programme of guidance and support on healthy living and medical checks for workers carrying out high risk activities.

Innovation

The implementation and use of innovation on a project can bring many benefits from programme to cost, but more importantly it can reduce risk or ultimately eliminate it. Innovation can come through many different routes, materials, design, methodology or technological. We embrace innovation at all times, having reviewed, questioned and tested it to ascertain the real benefits. Building Information Modelling is an important innovation to the industry. Balfour Beatty will use this technology through our own specialist BIM professionals and our existing contractual relationship with Autodesk to ensure we deliver an exemplar conversion of the Stadium and provide for its future maintenance and management.

The role of design in HS&E

Our appointed design team, along with our selected suppliers will ensure that Health and Safety is considered in every aspect upon our appointment as Principal Contractor. To ensure safe and timely delivery on projects, a grass roots approach to HSE must be adhered to. Regular HSE workshops will be facilitated ensuring that the design is challenged, making sure that it is deliverable both safely and sustainably. This will be achieved by preparing Red, Amber and Green lists and collaboratively closing these out through the workshops. Previously, we have managed to gain safety and programme benefit from such workshops. At the Aquatics Centre, temporary works were incorporated into the permanent works on the roof, allowing the installation of a perimeter handrail system into the edge steel forming the gutter, meaning additional external scaffolding was not required, therefore, allowing for the safe installation of both guttering and roof covering without having to unnecessarily move handrail positions. This provided to be a cost and time effective solution, benefiting the project.



Supply chain and procurement

Our supply chain undergoes rigorous testing prior to appointment to the delivery team. We utilise Achilles and our own stringent auditing process and pre-appointment meetings to ensure that our values of health and safety, sustainability, ethics and community are aligned. This provides LLDC with the confidence that those employed on the project share similar goals and vision, meaning LLDC benefit from an aligned delivery team. The delivery team and our supply chain have been involved in the Olympic Park delivery and we have started to review the Health and Safety issues and objectives for this project in readiness for start on site. By working collaboratively, we are aligning and integrating our risks and opportunities, ensuring we work collectively by reviewing the design and methodologies together. Balfour Beatty and the team are keen to continue collaborating with the LLDC to deliver a successful project.

Risk identification and management

There are particular risks and characteristics associated with the Stadium Transformation. These include:

- working at height
- lifting operations
- falling materials
- buried live services
- contaminated ground
- structural alteration
- temporary works
- operational interfaces

Key risk	Control measures to be adopted	Examples of previous work	Involvement in resolution
Injury/death to personnel from working at height	Eliminate where possible Instigate stringent training and qualification regime Thorough jointly reviewed Method Statements and Risk Assessments Use of MEWPs, Rope Access, netting as appropriate all fully risk assessed.	Blackfriars Station Redevelopment – working over the River Thames and Live Rail Routes.	All Health and Safety personnel, supply chain and Client
Disturbance of contaminated ground	Eliminate where possible. Use of Specialist Supply Chain Use of Monitoring and Alarms Decontamination and Rescue Plans in place	Olympic Aquatics Centre Noon Building – Southall, West London Kidderminster Town Centre	All Health and Safety personnel, Temporary Works Department, BB Civil Engineering, Supply Chain and Client.
Extremely tight delivery programme	Use of specialist, recognised and robust supply chain Value engineering opportunities maximised Seamless integration of Roof and MEP Contractor	Olympic Aquatics Centre Blackfriars Station Redevelopment London Heathrow T2B Stadium Roof Transformation	All Health and Safety personnel, supply/procurement chain and Client.
Delivery by supply chain	Use of specialist, recognised, robust and financially stable supply chain partners	Olympic Aquatics Centre Blackfriars Station Redevelopment London Heathrow T2B Stadium Roof Transformation	Balfour Beatty Procurement, Client, supply chain
Working around water	Instigate stringent training and qualification regime Thorough jointly reviewed Method Statements and Risk Assessments	Blackfriars Station Redevelopment London Aquatics Centre Temple Quays, Bristol, UK	All Health and Safety personnel, supply chain and Client.

Table 3: Initial indication of key risks to the safe delivery of the planned works



2.1.2 Quality Management

Key points

- Robust processes in place to deliver Zero Defects
- Quality standards understood and delivered on the Aquatics Centre
- Shared commitment to continually improve standards

Driving operational excellence and quality

As thoughtful contributors to the built environment, attention to quality is central to Balfour Beatty. A core principle is driving operational excellence in all we do. We are committed to sharing our thinking inside and outside our company and harnessing the capabilities of our people, partners and supply chain to ensure quality delivery to our customers.

Balfour Beatty operates a Quality Management System which complies with BS EN ISO 9001. We define quality as meeting customer requirements every time. We will identify and understand these requirements and focus on perfect execution throughout the project lifecycle so that our standards for managing quality will ensure that:

- designs clearly evidence that they fully meet all customer requirements
- robust quality planning enables works to be performed in a systematic, safe and coordinated manner
- processes, materials and workmanship deliver a quality finished product
- inspection and testing will support a right first time culture, reducing defects and re-work

Delivering our quality requirements will be achieved by:

- engaging with our customers, partners, designers and supply chain
- identifying, and working in compliance with applicable legislation, corporate directives, relevant codes of practice, accepted industry standards and customer requirements
- ensuring our Business Management System supports our right first time culture
- embedding a quality culture which allows our people to take pride in their work and to fulfil their potential
- harnessing all of Balfour Beatty Group's capabilities and delivering locally
- driving continuous improvement through the adoption of innovation and best practice
- establishing, implementing, cascading and reviewing corporate objectives to drive continual process improvement (GPS - Goals, Priorities and Scorecard)

Outline & summary of the Quality Plan structure in line with B1300 requirements

At the heart of project delivery is the Project Execution Plan (PEP) (please see appendix 2.1.2 A), which is an integrated document that covers all operational aspects of Health, Safety, Quality Assurance and Environment, and describes how each of these issues will be addressed and managed throughout the project. This plan is dynamic, briefed to all project personnel and reviewed and revised on a regular basis. The Quality Plan will be developed to outline the following specific project quality controls in accordance with B1300 of the ITT requirements and is embedded in the processes from inception, through design, into our supply chain and on site delivery through to handover and after care with the end users:

- | | |
|--------------------------------------|--|
| a) Scope & requirements | h) Inspection & Test |
| b) Quality Objectives & Mobilisation | i) Lean |
| c) Resources & Responsibilities | j) Asset Management |
| d) Documentation & Records | k) Non Conformance and Defect Management |
| e) Customer Satisfaction | l) Audit |
| f) Design Management | m) Handover |
| g) Supply Chain Management | n) Feedback |

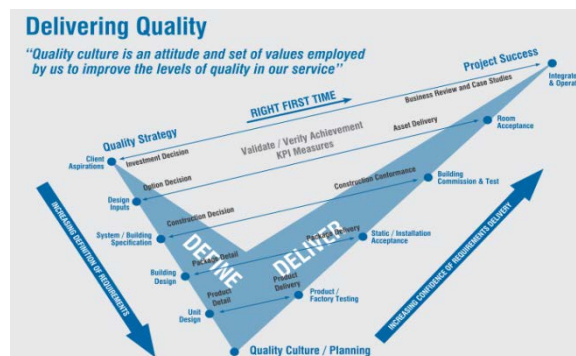


Figure 1: Quality Process Map



Principle processes and components

Monitoring quality of construction output

Quality on the Stadium project will be managed through a bespoke Quality Management/Project Plan used to consider:

- The ownership of quality through appropriate talent and quality expertise within BB and our supply chain for each assignment and ensuring correct provisions and resource are in place to monitor and report
- Technical quality aspects, as measured by the progressive self certification inspection and acceptance process and through the resolution of defect and acknowledgement of best practice
- Perception of quality, measured by such indicators as customer involvement and stakeholder satisfaction
- Suitable review of outputs, using appropriate review levels and participants to ensure successful project/asset handover
- The embedment of robust Balfour Beatty quality processes to ensure correct approach by all parties to achieve and to progressively monitor quality results

We have an established formal structured Business Management System that provides a framework for Quality Management. Our BMS operates under the principles of plan, implement, check, review and improve as well establishing a framework for our right first time culture and an understanding by all our people that the pursuit of excellence is not an option. The BMS:

- Provides the framework for the delivery of our Quality Policy Statement
- Establishes quality accountabilities and responsibilities at all levels from our executive leadership through to our workforce
- Includes regimes to ensure people are trained and competent in the delivery of quality
- Includes processes and procedures that enable the business to plan, implement, control, monitor, audit, review and improve our activities
- Includes the capability to adapt to meet the needs of our varied and changing circumstances
- Drives the culture and delivery of our "Right First Time" principles

"The approach is 'Right First Time' at every stage, through robust inspection and test regime and sign-off."

Indi Bansal, Quality Manager
Balfour Beatty

Our BMS uses a systematic approach to provide a high probability that our agreed service will be achieved. It is designed to accomplish our key objectives, to meet legislative and contract requirements and acts as a foundation for the identification of best practice, eradication of non-conformances and continual improvement across our business. The BMS system will be used to inherent the correct project specific quality methods and tools for the Stadium Project across the project life cycle as per the Balfour Beatty Process Operating Model.

Mobilisation of quality on the Stadium

Quality culture initiatives and training & development will be embedded at the Stadium Transformation project through bottom up interventions. These include the establishment and promotion of:

- Quality Golden Rules – each person on the project is asked to consider the following every day
 - I have the right information
 - I have the right materials & tools
 - I have seen the benchmark or understand the desired output
 - I know how to leave/protect the finished work
- Quality focused inductions - Each induction will include specific items related to quality
- Daily briefings - Each day each person will be briefed – this will include specific quality outcomes
- Quality toolbox talks - Each trade will take part in periodic tool box talks related to product and /or process quality. Mock-ups, Samples and Benchmark will be used to raise awareness of Quality and engage workforce to ensure delivery of consistent quality
- Shoulder taps - Our reward system for exemplary working methods. If one of our team recognises 'model practices', the individual(s) is(are) rewarded with shopping vouchers/breakfast tokens
- Specific intervention strategies – 'Stop for Quality', 'Be Proud', 'Right First Time'
- Quality Site Walks – Periodic site walks with the supply chain and client will take place for quality performance

Liaising and working cooperatively with the Employer

The Project Management Plan/Quality Plan will be subject to approval, review and continuous improvement as appropriate to the project and in line with the B1300 requirements. As a minimum, the Project Quality Plan on the Stadium Transformation project will be approved by the Project Director, Construction Managers and reviewed for appropriateness by the Quality Manager and HSE Team and issued to the client for



acceptance. The Plan will then be reviewed at Quality Meetings attended by MACE and the LLDC along with Chris Thompson (Quality Control Manager) of the site team. The meetings will provide a forum for all parties to raise any concerns, agree actions and monitor resolutions.

Quality assurance and minimising the incidence of defects on the Stadium Transformation project

Further to the PQP, quality culture initiatives and training & development, inspection control and quality management will be detailed within trade specific Inspection Test Plan. Each key work package/subcontractor with an assignment at the Stadium Transformation project will provide a detailed Inspection & Test Plan (ITP) to define the control processes that is required to ensure delivery of quality in accordance with the LLDC specifications. A checklist and handover proforma will accompany the ITP to engage in a detail review of their checking regime.

An ITP will be prepared with the trade contractor at early stage of the works planning process, to enable monitoring of the relevant inspection and testing during the fabrication and construction phases in accordance with the design and contract information to:

- ensure that the inspection frequency, procedures, specifications, compliance criteria, records and responsibilities for the work activities are formally and clearly documented, approved and issued to those controlling the conduct of the contract
- stipulate the necessary level of tests and attendance required at inspections for each aspect of the works
- provide details of 'Hold Point' requirements in addition to compliance criteria and records arising from the inspection. Hold Points are where the construction activity is halted until inspection of that activity is carried out before commencement (receipt of pre-fabricated product, during works and at the end of the construction activity)
- Identify key inspection of specialist activities and include all those activities and inspection test controls that are key to the delivery of the project in terms of Quality, Safety and Environmental Controls, Workmanship and Specification Compliance.

The ITP must be issued by the trade contractor to Balfour Beatty one month prior to the commencement of fabrication and site works and as minimum outline the adherence to the Project Quality Management Plan and the management/ governance of:-

- **Non-conformance** – Identification and managing the closure of defects and minimise the occurrence of quality concerns.
- **Material/Product Acceptances** – Ensure materials utilised have been pre-approved by Balfour Beatty/Client & Design Team prior to commencement and procurement.
- **Design Assurance Processes** – Ensure only approved and the latest construction drawings and specifications are being used during fabrication and construction phases
- **Samples/Benchmarks/Prototypes/Mock-up Acceptance** – Create and provide Samples/Benchmarks/Prototype/Mock-Up as per specification for review and approval prior to fabrication/construction. Use these items to engage workforce to ensure delivery consistent quality.
- **Fabrication Activity** (Raw Material, Fabrication Process, Supply Chain & Shipment Checks & Inspection) – Subcontractor to identify the product identification process and the product status with respect to monitoring and measurement requirements throughout their supply chain process and the identification of a checking regime required throughout the supply chain and fabrication process (from raw material to finished fabricated part)
- **Delivery** (Pre Installation Checks & Inspection) – vesting & visual inspection of all parts delivered to the site prior to installation
- **Construction Activity** - Installation Checks and Inspection Regime and the Identification of checking regime throughout the installation process, including hold points where the subcontractor will need to offer the area or element up for inspection
- **Product/Element/Asset Protection** – Identify and agree asset protection controls for all works in the vicinity of your operations and upon the completion of your works



Figure 2: Handover Documentation – Submittal of records supporting Completion Handover: Health & Safety File, O&M, Record Drawings, Assurance Documentation & certificates.

Management and resolution of defects on the Stadium Transformation project

Balfour Beatty non-conformance procedure defines the process steps to detect, monitor, record and ensure the effective closeout of non-conformity/snags/defect on our projects. The objective of this process is to:

- Adopt the 'Stop for Quality' culture
- Correctly raise and report a defect
- Correct the detected non-conformity by implementing remedial measures



- Conduct verification checks to confirm completeness of issue
- Prevent NCR being built in and becoming a defect
- Analyse cause of NCR & implement preventative and drive knowledge share

We have re-engineered our day to day processes which typically rely on paper based forms and compliance inspections to an electronic process that can be operated on handheld computers (PDAs/tablets). The use of this tool will allow the project team to simplify and create an effective process to capture defect status and will:

- Allow the project team to create a task/action which is assigned to the responsible sub-contractor company and person to conduct remedial works
- Allow the project team to take digital photographs to supplement the task described
- Allow the project team to pin point snag areas on localised drawings
- Create bespoke "project geometry" to track snags and actions associated with readiness to handover areas/rooms. Use of tablets to scan barcode label to instantly select the inspection location
- Allow a user friendly interface by creating "bespoke libraries" (provide a common approach and forum of reporting across all sites)
- Allow subcontractors to view only actions associated with their works
- Allow the project team to monitor the status closure of these issues and produce management reports
- Allow the business to monitor the high level quality performances of our site and analyse trends to facilitate improvement

Liaising and working cooperatively

Inspections will be conducted by all key stakeholder representatives (Balfour Beatty, design team, client and third party) to witness, verify and record that works comply with Building Regulations, contract specifications & construction drawings. A thorough inspection test programme and tracker will be developed to include all key inspections required for a successful and effective handover. The Inspection & Test Package Schedule as part of the Quality Performance Dashboard will conclude all necessary checks for:

- Phase 0 Testing – Offsite Factory/Fabrication Tests
- Phase 1 Testing – Static Acceptance (Installation and Service Dead Testing)
- Phase 2 Testing – Dynamic Integration (Building Commissioning)
- Room /Area Completion Acceptance – Validation of works is fit for purpose, correct contents and fully functional

Quality performance reporting on the Stadium Transformation project

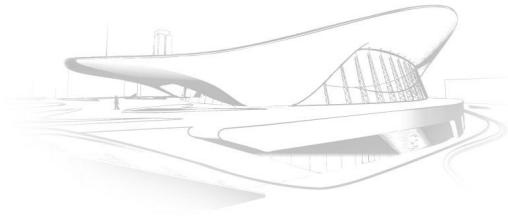
A Quality Performance Dashboard will be implemented on the Stadium Transformation Project. This has been geared to consider and register all the inspection, approvals, documentation required during construction to ease the handover process:

- **Inspection & Test Plan Schedule** – Identification of ITPs required by trade in line with construction start date and status of ITP approvals by BB and client where required
- **Sample, Benchmark and Material Acceptance Schedule** – Identification of product and material requiring approval as per specification and status of approvals by Balfour Beatty, third party where required.
- **Inspection & Test Package Schedule** – Identification of verifications and validation inspections to be conducted by BB and witnessed by 3rd party with the LLDC Supervisor and /or accepted by the client. Inspections include offsite/onsite static installation checks, dynamic and integration testing
- **Handover Document Deliverables Acceptance Schedule** – identification of all documents required for handover, i.e. Assurance Records, O&M, H&S File, Services/ Commissioning Certification , Statutory Approvals/Certificates, etc
- **Non-Conformance Schedule (NCR)** – Status & summary detail for each works NCR raise
- **Defects and Outstanding Work List** - Status of snags by trade

Evidence of and confidence in our QMS

We are able to evidence and give confidence in our QMS through its use and implementation on the Aquatics Centre during both the ODA build and LLDC Legacy Conversion (see Appendix 2.1.2 A).

Balfour Beatty Perfect Landings model will not only ensure an efficient and effective handover that is snag free, but it will ensure we continue to support the End User Teams in a manner that is both responsive and effective. The process is backed up by a gateway process and an overarching Perfect Landings tracker (see Appendix 2.1.2 B) and KPI dashboard (see Appendix 2.1.2 C) allows all stakeholders to maintain visibility and closure of the progressive key project deliverables from design, samples, benchmarks through to end user training and full customer satisfaction.



Quality Management Plan

LC403-AQC-ARE-B-PLN-0001-P02

For

Aquatics Centre Legacy Project and Bridges

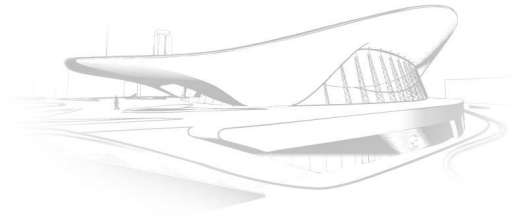
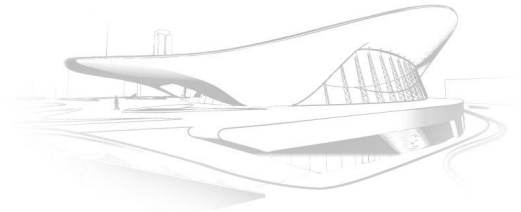


Table of Contents

1	OBJECTIVE AND PURPOSE OF THE QUALITY MANAGEMENT SYSTEM.....	4
1.1	QUALITY POLICY.....	5
2	PROJECT PROFILE & ORGANISATIONAL STRUCTURE.....	6
2.1	JV PROJECT ORGANISATIONAL STRUCTURE.....	6
3	QUALITY MANAGEMENT INTERFACES/PUBLICATION/APPROVAL/DISTRIBUTION/CHANGES/FILING.....	7
3.1	VERSION APPROVAL.....	7
3.2	REVISION HISTORY.....	7
4	QUALITY OBJECTIVES AND MEASURABLE DELIVERABLES.....	8
5	MANAGEMENT FRAMEWORK – RESOURCING, REPORTING & DOCUMENT CONTROL.....	9
5.1	QUALITY REPORTING.....	9
5.2	QUALITY & ASSURANCE TRAINING, AWARENESS & COMPETENCY.....	9
5.3	MANAGEMENT OF PROJECT RECORDS / DOCUMENT CONTROL.....	10
6	SYSTEM / PROJECT MEASUREMENT, ANALYSIS AND IMPROVEMENT.....	11
6.1	AUDITING (INTERNAL AND EXTERNAL).....	11
6.2	PROJECT / WORK PACKAGE REVIEWS & MEETINGS.....	11
6.2.1	<i>Squad Check Review</i>	12
6.2.2	<i>Pre Start Up Meeting</i>	12
6.2.3	<i>Package Technical Reviews / Meetings</i>	13
6.2.4	<i>Work Package Interim & Completion Handover Review</i>	13
6.2.5	<i>Project Asset Completion & Take-over Review</i>	15
6.2.6	<i>Complaints, Corrective and Preventive Actions</i>	16
7	DESIGN MANAGEMENT SYSTEMS.....	16
7.1	SPECIALIST SUPPLIER ENGAGEMENT.....	16
7.2	INFLUENCING AND DEVELOPING THE DESIGN.....	16
7.3	PLANNING THE WORK.....	17
7.4	TECHNICAL QUERIES.....	17
8	CONTROL & EVALUATION OF SUBCONTRACTORS AND SUPPLIERS (PLANT & MATERIAL).....	17
8.1	PROCUREMENT OF PLANT/ MATERIAL.....	18
8.2	PROCUREMENT OF SUBCONTRACTORS.....	18
8.3	RECEIVING & IN-PROCESS TESTING FOR MATERIAL.....	18
8.4	STORAGE.....	19
9	CONTROL OF MEASUREMENT AND TEST EQUIPMENT.....	19
10	ASSURANCE & QUALITY CONTROLS WITHIN THE FABRICATION AND CONSTRUCTION PHASES.....	20
10.1	QUALITY CHECKING AND INSPECTION REGIME & ASSURANCE RECORDS.....	20
10.1.1	<i>Work Package Inspection Test Plans & Quality Control</i>	21
10.1.2	<i>Sample, Benchmark, Prototype and Mock-up Approval</i>	25
10.1.3	<i>Material Request Approval</i>	26
10.1.4	<i>Process Control Checklists (verification / validation)</i>	27
10.2	GENERIC TOPOGRAPHICAL, SETTING OUT, CONTROL & SURVEYS.....	27
10.3	WORK PACKAGE & ROOM COMPLETION INSPECTION TEST CERTIFICATE.....	27
10.4	NCR MANAGEMENT.....	28
10.4.1	<i>Snag Management - Project Wide Electronic Process to Control & Manage Inspection Oriented Tasks</i>	31

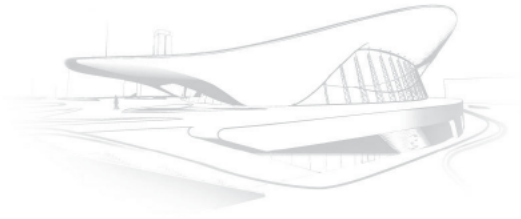
Document Number	Security Classification	Page Numbers
Example Quality Management Plan_Aqua ic Legacy Phase	Not Protectively Marked	Page 2 of 31



Quality Management Plan

Security Classification - Not Protectively Marked

11	PROJECT DELIVERABLES AND ASSET HANDOVER PROCEDURE	31
11.1	ASSET PROTECTION	31



Quality Management Plan

Security Classification - Not Protectively Marked

1 Objective and purpose of the Quality Management System

This manual is the first level of documentation for Balfour Beatty’s Quality Management system and will outline the site specific procedures/ processes to generate services that give the greatest benefits to our clients and ensure corporate values are kept in the forefront of Balfour Beatty operations as per Fig 1.

As a minimum the Balfour Beatty Construction Ltd (BBC&S) procedures will apply. Exceptions or deviation (site specific) from the BBCL procedures will be approved by the Project Manager and noted within this plan.

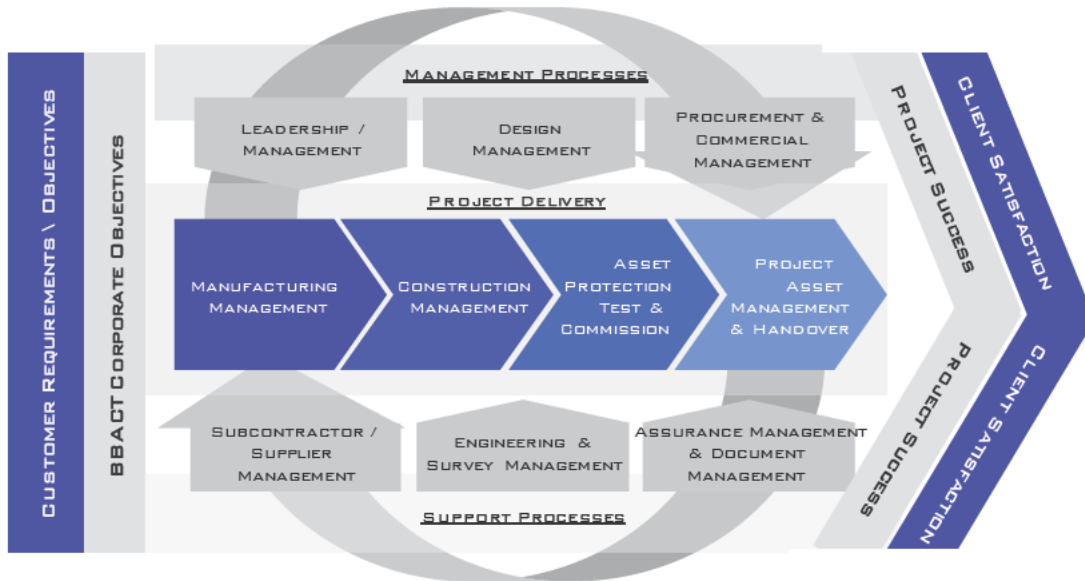
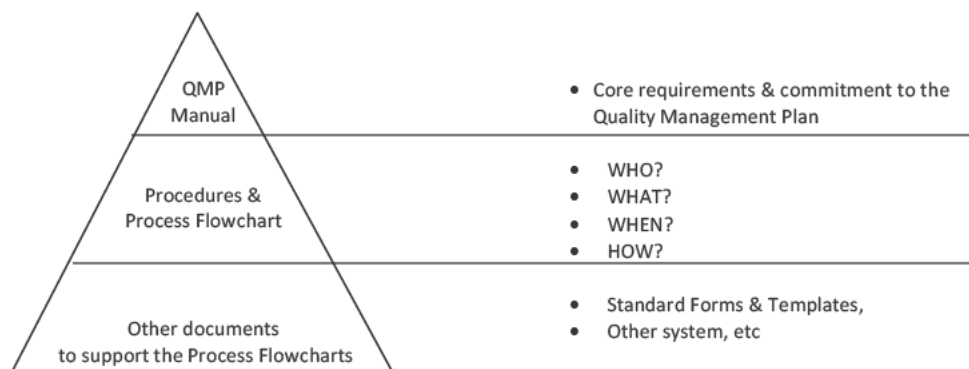


Fig 1 Quality Systems Arrangement

The quality system is documented on three different levels:



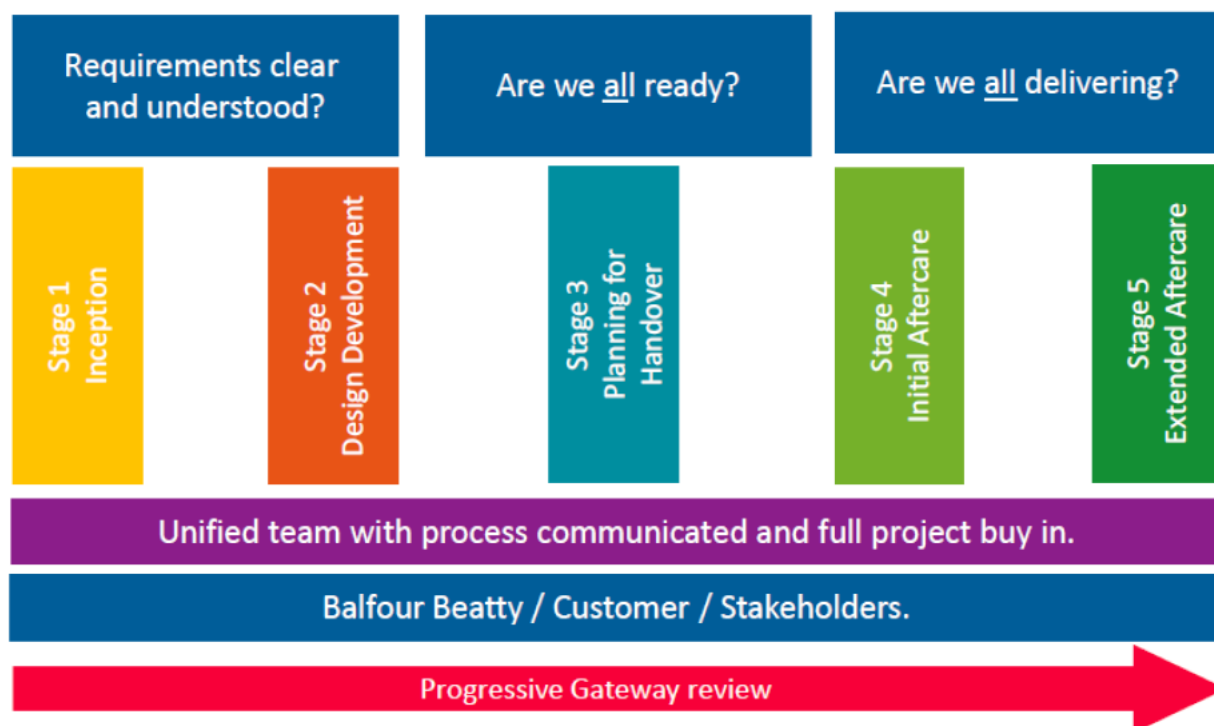
The Aquatic Centre Legacy Project due to its complexity and size will manage separate systems in respect of H&S, Quality & Environment. The Project will be managed in accordance with Balfour Beatty Construction’s Company Management System (H&S Procedures and Contract Management Procedures), except where notified by the various Aquatic Specific HSEQ Manuals.

The overall objective of HSEQ Manuals is to ensure that the Project is constructed safely, efficiently and economically, giving due regard to the Environment, all in accordance with the Customer requirements and contract specifications.



2.1.2 Appendix B Perfect Landings

Key Principles



Key Stages

- **Stage 1 - Inception**
Agree principles, responsibilities and scopes, brief team, review and establish strategy
- **Stage 2 – Design Development**
Manage design development in line with agreed strategy, agree samples, benchmarks, peer review and handover documentation
- **Stage 3 – Planning for Handover**
Manage trackers and tools, review metrics and deliverables, involve stakeholders, certainty of operational building readiness and “Are We Ready” Gateway
- **Stage 4 – Initial Aftercare**
Manage transition, facilitate knowledge transfer
- **Stage 5 – Extended Aftercare**
Co-ordinated periodic monitoring and review to get the best out of the building



Project review and reporting

"PERFECT" Landings Matrix											
Project: High School										Date: 11/03/2012	
										Rev: 1	
Ref	Action	Forecast Start Date	Actual Start Date	Responsibility					Progress (RAG)	Comments	Actual Completion Date
				BBW	AMC	BBW	BBW	BBW			
Pre Handover											
3.01											
3.01	Client move and mobilisation strategy (including agreed protection of equipment and IT) agreed and integrated into CMV & BBW plans	10/11/2012	06/09/2012							In place and reflect contract positions. Follows Plan gate implementation	31/03/2012
3.02	Initial handover review process and log for meetings	10/11/2012	03/04/2012							Costdown & co-ordination meetings in place	
3.03	Co-ordinate programme of assurance inspections to address problem areas from previous projects) overlaid onto completion programme	10/11/2012								CMV to review when the assurance checklists add to current inspection regimes to avoid duplication. Joint inspections to be planned	
3.04	Identify and seek the client to undertake a working schedule to achieve Handover Condition prior to move commencement	10/11/2012	01/04/2012							Not applicable	01/04/2012
3.05	Review sample of RFD drawings to ensure that these fully and correctly incorporate the required services, ICT and FF&E provisions and have been signed off by C/J/BBW/ICT Provider/LEP/Authority. To deliver this will require a programme to be agreed at FC which ensures that the RFD review period coincides with the ICT and FF&E selection and agreement process. This will require a two stage process for stage RFD Review to incorporate requirements based on contract type and final stage RFD review incorporating the final requirements based on the agreed solution.	10/11/2012	03/04/2012							Completed	03/04/2012
3.06	Initial review of change management process to ensure AMC & CMG schedules are fully up to date and determine latest date by which any future changes can be accommodated (if feasible on changes)	10/11/2012	01/03/2012							AMC/FF for Yale start date still outstanding, plus Drawing. Ongoing monthly review	
3.07	Appoint a co-ordinating leader.	10/11/2012	23/04/2012							Continued for C/J & BBW	28/04/2012
3.08	Maintainable access schedule, confirm access to BBW	10/11/2012	30/03/2012							BBW carry out access collect, typically 2 months out from handover before ceiling are in place	30/03/2012
3.09	Complete empty room(s) and offer up for joint snagging to agree standard of finish	10/11/2012	01/03/2012							Yale completed	01/03/2012
3.10	Plan for maintenance spare agreed with Supply Chain and procurement process	10/11/2012	01/03/2012							Prepare schedule specific lists	
3.11	Confirm that all RFD Service comments have been incorporated into the construction approved drawings and facilitate in-situ of a representative sample	10/11/2012	01/03/2012							Sample check to be carried out by LEP	
3.12	Issue commissioning programme including dates for testing and witnessing	10/11/2012	03/04/2012							All issued	03/04/2012
3.13	Issue M&E services functionality and performance testing to test plan	10/11/2012	03/04/2012							In place, captured by create and select schedule	03/04/2012
3.14	Issue proposal for training and familiarisation - detailed matrix	10/11/2012	01/03/2012							Generic? annual training plan in place, will need to be broken down to school specific detail	
3.15	Formwork workshop to ensure all parties understand the parameters of the Formwork and establish a defined process with clear roles and responsibilities in the with the Group defects protocol to manage defects	10/11/2012	01/03/2012							17th May	
3.16	Confirm O&M strategy, and agree final documentation and maintenance deliverable schedule	10/11/2012	30/03/2012							Completed, using standard FI Systems approach	31/03/2012
3.17	Identify commissioning programme, support needed requirements and suitable persons for commissioning sign-off (Building programme)	10/11/2012	03/04/2012							In place, work taking place	03/04/2012

OLYMPIC STADIUM TRANSFORMATION SHELL & CORE

TENDER SUBMISSION OCTOBER 2013



Balfour Beatty

Template Form
Project "PERFECT" Landings Matrix Tracker

Project Name: _____
 Project Number: _____
 Project Lead: _____
 Revision: _____

Key / Dash Board Cat.

Overdue / Activity Has Not been Completed in Line with Gateway
In Progress / Activity Started
Activity Not Commenced
Activity Successfully Completed

Key Process Steps / Tracker User Facts & Rules:

- Do not delete or enter new row or columns
- You may adjust Questions / Descriptions in line with project needs
- Enter the Final Gateway Review Dates for each phase (i.e., Inception, design, pre-handover, etc) in Column (C)
- If Activity is not applicable to the project, please enter "N/A" in columns (E), (F), (G) and (H)
- Enter Forecast Date (DATE ENTRY), Actual Start Date (DATE ENTRY), Resp. (ANY KEY ENTRY), Target Completion Date (DATE ENTRY), Completion Date (DATE ENTRY)

DO NOT COPY DATA & PASTE INTO CELLS FROM OTHER COLUMNS

5) Each Column has predefined tracking indicators in relation to today's date, target completion dates for each activity and against the final gateway review. Tracking indicators are described in the comment box - Please hover mouse over the following symbol

6) Dash Board - Report will self populate upon update of this spreadsheet

Ref	Action	Final Gateway review dates	Forecast Start Date	Actual Start Date	Responsibility								Target Completion Date	Completion Date and RAG INDICATORS	Dash Board Status	Comments	
					PM	SM	MM	OM	CM	DM	EM	FM					GM
Inception																	
1.01	AGREE PERFECT LANDINGS CHAMPION															Not Commenced	
1.02	AGREE CUSTOMER EXPERIENCE PROCESS															Not Commenced	
1.03	EXPLAIN PERFECT LANDINGS TO ALL PARTICIPANTS															Not Commenced	
1.04	HOLD STRATEGIC LESSONS LEARNED WORKSHOP															Not Commenced	
1.05	AGREE DESIGN STRATEGY FOR PROJECT DELIVERY															Not Commenced	
1.06	DESIGN SERVICES SCOPED															Not Commenced	
1.07	CARRY OUT DESIGN REVIEWS/EVALUATION WORKSHOPS AND AGREE TIMETABLE															Not Commenced	
1.08	BUILDING PERFORMANCE TARGETS															Not Commenced	
1.09	AGREE SIGN-OFF PROTOCOLS - Design, RDD, Samples, Benchmarks, Building Acceptance etc															Not Commenced	
1.10	AGREE POLICY OF HOW THE BUILDING WILL BE MANAGED AT HANDOVER															Not Commenced	
1.11	PHASING PLANS - to ensure phasing matches the curriculum and 3rd party use of facilities															Not Commenced	
1.12	CONTINGENCY PLAN - to agree mitigation strategy should facilities not be ready on time															Not Commenced	
Design Development																	
2.01	ALL NEW PARTICIPANTS TO BE MADE AWARE OF PERFECT LANDINGS															Not Commenced	
2.02	BREEAM - AGREE STRATEGY AND TRACKING MECHANISM															Not Commenced	
2.03	REGULAR DESIGN REVIEWS HELD WITH STAKEHOLDERS															Not Commenced	
2.04	SAMPLE WORKING/ROD DESIGN USER GROUP - identify and programme key samples etc for early finish to establish standards															Not Commenced	
2.05	SQUAD CHECK - co-ordinated planned due diligence to check safety, buildability, affordability & efficiency. Min Gate & ITT, Planning Submission, Contract Award and key stages thereafter															Not Commenced	
2.06	PEER DESIGN REVIEWS															Not Commenced	
2.07	COMPLETION COUNTDOWN TRACKER ESTABLISHED															Not Commenced	
2.08	PREPARE "PROJECT TRACKERS" - i.e. BREEAM, RDD, Planning, Sustainability, BMS, Samples/Benchmarks, Change Control/VV, Warranties, I&M etc, O&M, Test and Commissioning, and a Contract Requirements Matrix															Not Commenced	
2.09	KEY SUBCONTRACTORS - identify those in setting the building to work and ensure understanding & commitment															Not Commenced	
2.10	AGREE MAINTENANCE STRATEGY															Not Commenced	
2.11	O&M MANUALS - initiate and develop throughout the construction phase															Not Commenced	
2.12	SIMPLE TECHNICAL GUIDE - agree scope to initiate succinct introduction for the building manager / caretaker															Not Commenced	
Pre Handover - 6 months																	
3.01	PRE HANDOVER GATEWAY REVIEWS - agree dates for PC-3 months, PC-6 weeks, PC-2 weeks															Not Commenced	
3.02	COMPLETION COUNTDOWN TRACKER - update & review to ensure on target															Not Commenced	
3.03	PROJECT TRACKERS															Not Commenced	
3.03.01	PLANNING DISCHARGE TRACKER - on programme															Not Commenced	
3.03.02	BREEAM TRACKER - on programme															Not Commenced	
3.03.03	SUSTAINABILITY TRACKER - on programme															Not Commenced	
3.03.04	ICT TRACKER - on programme															Not Commenced	
3.03.05	RDD TRACKER - on programme															Not Commenced	
3.03.06	SAMPLE/BENCHMARK TRACKER - on programme															Not Commenced	
3.03.07	ROOM DATA SHEETS COMPLIANCE CHECK															Not Commenced	
3.03.08	BUILDING CONTROL TRACKER - on programme															Not Commenced	
3.03.09	INSPECTION, TEST & COMMISSIONING TRACKER - on programme															Not Commenced	
3.03.10	O&M TRACKER - on programme															Not Commenced	
3.03.11	I&M FILE TRACKER - on programme															Not Commenced	
3.03.12	WARRANTIES AND GUARANTEES TRACKER - on programme															Not Commenced	
3.03.13	CONTRACT REQUIREMENTS MATRIX AND TRACKER - on programme (includes reference to other tracker where applicable)															Not Commenced	
3.03.14	CHANGE CONTROL/VE TRACKER - on programme															Not Commenced	
3.04	BUILDING READINESS PROGRAMME															Not Commenced	
3.05	CUSTOMER EXPERIENCE AND WORK - Review Customer feedback and identify any work the client is to undertake to existing facilities to achieve handover condition prior to handover															Not Commenced	
3.06	STATIC COMMISSIONING PROGRAMME															Not Commenced	
3.07	COMPLETION & COMMISSIONING PROGRAMME															Not Commenced	
3.08	DRAWING CO-ORDINATION - Review sample of finalised drawings to ensure that these fully and correctly co-ordinate the required M & E services, ICT and FFE provisions and have been sign-off by Client. This is likely to require a two stage process (i.e. 1st stage review incorporates requirements based on contract spec and 2nd stage RDD review incorporates the finalised requirements based on the agreed solution.															Not Commenced	
3.09	CHANGE FREEZE - initiate review of change management process to ensure ANC & CNC Schedules are fully up to date and determine latest date by which any future changes can be accommodated (i.e. freeze on changes)															Not Commenced	
3.10	DESIGN STATUS CONFIRMATION - Confirm that all Status B comments have been incorporated into the construction approved drawings and facilitate in audit of a representative sample															Not Commenced	
3.11	SNAG TOOL - ensure minimum requirement for use of Priority One for all snagging and correction															Not Commenced	
Pre Handover - 3 months																	
3.12	COMPLETION COUNTDOWN TRACKER - update & review to ensure on target															Not Commenced	
3.13	PROJECT TRACKERS - on programme (Review 3.03 documents)															Not Commenced	
3.14	FAMILIARISATION WORKSHOPS AND SITE TOURS - Facilitate 'Best Practice Operations' workshop with Client to ensure initial requirements for successful operation from handover are understood, including statutory obligations on Client															Not Commenced	
3.15	MAINTENANCE CONTRACTS - Ensure plant and BMS maintenance contracts are in place															Not Commenced	
3.16	CUSTOMER EXPERIENCE AND AFTERCARE PLAN - Confirm plan for aftercare team and establish post Practical Completion processes															Not Commenced	

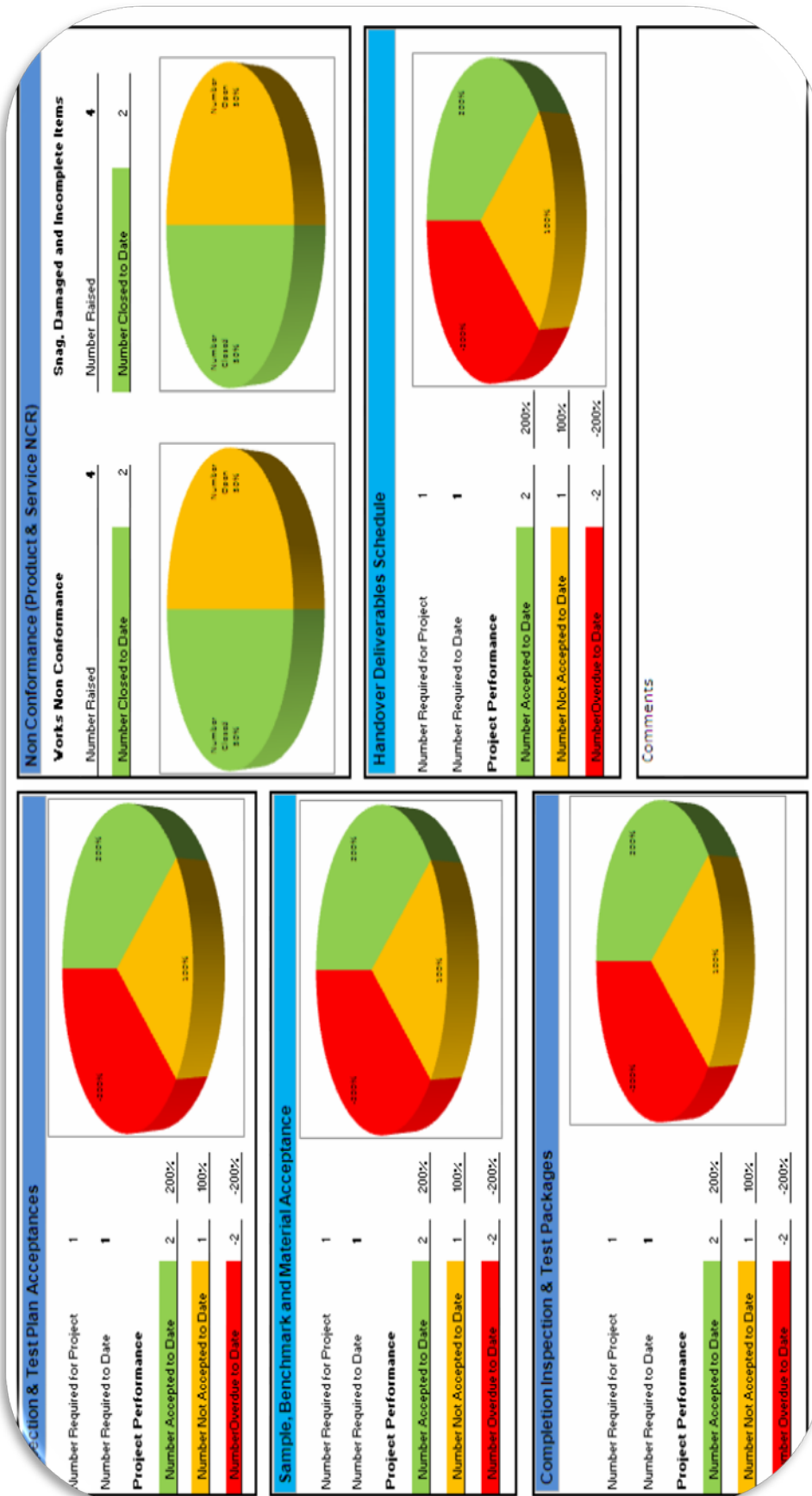
OLYMPIC STADIUM TRANSFORMATION SHELL & CORE TENDER SUBMISSION OCTOBER 2013



Ref	Action	Real Gateway review dates	Forecast Start Date	Actual Start Date	Responsibility										Target Completion Date	Completion Date and SAG INDICATORS	Dash Board Status	Comments
					PM	SM	CM	DM	DM	DM	DM	DM	DM	DM				
1.17	PROJECT DEMOBILISATION PLAN - In place.																Not Commenced	
Pre Handover																		
Six weeks To Go																		
1.18	COMPLETION COUNTDOWN TRACKER - update & review to ensure on target																Not Commenced	
1.19	PROJECT TRACKERS - on programme (Review 3.03 documents)																Not Commenced	
1.20	COMMUNICATION STRATEGY - agree																Not Commenced	
1.21	HOUSEKEEPING - Agree all housekeeping arrangements e.g. meter readings, sign-over of keys, access cards etc. provision of fire extinguishers, arrangements for security, intruder alarm, fire alarm etc																Not Commenced	
1.22	CUSTOMER EXPERIENCE AND SERVICE LEVEL AGREEMENTS - SLA's in place (incorporating required response times) for key maintenance subcontractors e.g.: BMS, Fire Systems, Solers, Lifts etc.																Not Commenced	
Pre handover																		
Six weeks Gateway Review - "ARE WE READY"																		
1.22	GATEWAY REVIEW - "Are we Ready?" (Gateway Review) event. Gateway Reviews deliver "peer review" in which senior management from outside the project team use their experience and expertise to examine the progress and likelihood of successful delivery of the programme/phase or project, and identification of insensible risk. (Gateway review guidance available)																Not Commenced	
1.23	GATEWAY REVIEW ACTIONS AGREED - Following the Gateway Review, confirm readiness for handover and all contractual processes in place																Not Commenced	
Pre handover																		
Two weeks To Go																		
1.24	COMPLETION COUNTDOWN TRACKER -All actions discharged or mitigations agreed.																Not Commenced	
1.25	PROJECT TRACKERS - Completion actions discharged or mitigations agreed (Review 3.03 documentation)																Not Commenced	
1.26	GATEWAY REVIEW ACTIONS UPDATE - Readiness report confirming close out of issues outstanding at HCO Are We Ready Event?																Not Commenced	
1.27	CUSTOMER EXPERIENCE AND READINESS - Ensure Customer/End User has made Post Handover arrangements e.g. Fire Risk Assessment, SLA etc.																Not Commenced	
1.28	HOUSEKEEPING - Review all housekeeping arrangements e.g. meter readings, sign-over of keys, access cards etc. provision of fire extinguishers, arrangements for security, intruder alarm, fire alarm etc																Not Commenced	
1.29	DAILY PLANNING - Initiate daily planning meetings with the client leading up to handover																Not Commenced	
Handover																		
Handover																		
1.29	STATUTORY/CONTRACTUAL DOCUMENTATION - certificates, insurance inspections, written schemes of examination, risk assessments etc in place.																Not Commenced	
1.30	COMPLETION COUNTDOWN TRACKER -All actions discharged or mitigations agreed.																Not Commenced	
1.31	PROJECT TRACKERS - Completion actions discharged or mitigations agreed (Review 3.03 documentation)																Not Commenced	
1.32	HOUSEKEEPING - Ensure all housekeeping arrangements are in place e.g. meter readings, sign-over of keys, access cards etc. provision of fire extinguishers, arrangements for security, intruder alarm, fire alarm etc																Not Commenced	
1.33	CUSTOMER EXPERIENCE AND SITE AFTERCARE PLAN - Effectively Involved																Not Commenced	
Initial Aftercare																		
1 week post handover																		
4.01	FEED BACK - Close down meeting to capture lessons learnt and formalise feedback																Not Commenced	
4.02	O&M MANUALS - Complete with any updated post completion commissioning information																Not Commenced	
4.03	SITE AFTERCARE TEAM AND OFFICE - In place, visible and accessible																Not Commenced	
4.04	CUSTOMER SERVICES HELP DESK - establish protocols and contact details																Not Commenced	
4.05	BRIEFINGS AND TECHNICAL GUIDANCE - as simple user guide																Not Commenced	
4.06	POST HANDOVER TRAINING																Not Commenced	
4.07	BUILDING MANAGERS TAKE FULL CONTROL																Not Commenced	
4.08	WALKABOUTS - weekly to identify any emerging issues and review progress																Not Commenced	
Initial Aftercare																		
1 month																		
4.09	Issue first monthly performance report to client																Not Commenced	
4.10	Review first monthly performance report and provide any associated mitigation evidence																Not Commenced	
4.11	Revisit / review additional training and familiarisation requirements																Not Commenced	
Extended Aftercare																		
3 months																		
5.01	YEAR 1 MONTHLY AFTERCARE REVIEW MEETINGS																Not Commenced	
5.02	YEARS 2 & 3 PERIODIC REVIEW MEETINGS																Not Commenced	
5.03	END OF YEAR REVIEW MEETINGS																Not Commenced	
5.04	ANNUAL BUILDING MOT - to check users are still using the building in accordance with the design																Not Commenced	
5.05	SEASONAL COMMISSIONING - review issues arising																Not Commenced	
5.06	ENERGY AND ENVIRONMENTAL PERFORMANCE																Not Commenced	
5.07	FINE TUNING AND SYSTEMS CHANGES																Not Commenced	
5.08	WALKABOUTS																Not Commenced	
5.09	POST OCCUPATION EVALUATION (POE)																Not Commenced	
5.10	PLANNED MAINTENANCE																Not Commenced	
Extended Aftercare																		
12 months																		
5.11	Compile end of DLP Inspection lists of any outstanding defects.																Not Commenced	
5.12	Establish a defined process with clear roles and responsibilities in line with the Group defects protocol to manage latent defects.																Not Commenced	
Extended Aftercare																		
3 months post end of DLP																		
5.13	Issue Certificates of Making Good Defects																Not Commenced	
5.14	Notify Retention Bond Issuer																Not Commenced	
5.15	Complete Post Occupancy Evaluation																Not Commenced	
5.16	Confirm all Defect Works completed																Not Commenced	



2.1.2 Appendix C Quality Performance Dashboard





2.1.3.1 Employment and Skills Strategy (Proposed Approach)

Key points

- Aligned vision and commitment to deliver on the objectives set out in the LLDC socio-economic policy
- Commitment to continue and complete obligations towards existing apprenticeships
- Commitment to build on existing relationships with job brokerages

Our proposed approach to the employment and skills strategy will cover each of the following areas in more detail:

- A code of practice for recruitment agencies
- Identification of apprentice opportunities on site
- Supporting opportunities for women & disabled people
- Ensuring the supply chain are involved in the delivery of targets
- Working with other contractors and stakeholders on the Queen Elizabeth Olympic Park
- A commitment to accurate reporting
- Training opportunities on site
- Our support for priority themes

Our targeted approach to employment and skills will look to build on the successful practices that have been delivered as a Queen Elizabeth Olympic Park contractor since 2008 on the Aquatics Centre. This has given us a great insight into the challenges that are faced in delivering results in priority employment areas. We have reviewed our practices in their entirety to ensure we take the best practices onto the Stadium Shell and Core contract and more importantly learn the lessons where there have previously been particularly difficult challenges.

To ensure the delivery of our Employment and Skills Plan (ESP), we have engaged with Newham Workplace and Reds 10. These are specialists in the delivery of apprenticeships and employment in targeted areas and already work with the LLDC. They will work with us to ensure that our processes deliver results in the targeted employment areas. We will also engage with JobCentre Plus as local partners for employment and skills.

A genuine commitment to delivering results in priority employment areas, apprenticeships and training has the support within Balfour Beatty at the highest level and this will be reflected in all our practices. To ensure results are achieved, a dedicated member of our team will be responsible for interfacing with our partners and managing the delivery of the Employment and Skills Programme. There is a commitment to work actively and transparently at the start of the process with all relevant stakeholders. This will also be communicated to our supply chain and a contractual commitment will be secured at the time of procurement.

The early identification of labour requirements is vital in ensuring employment and skills objectives are achieved. To ensure delivery we will provide a high level ESP for the project upon award. This will become a live document and communicated clearly with all relevant stakeholders. To ensure that this is kept up to date and relevant we will review on a monthly basis our own labour requirements and each subcontractor will be required to submit a labour histogram as part of their tender to inform the detail of their labour requirements, identifying employment and apprentice opportunities.

We are seeking to build and improve on the targets we have set for the stadium roof works since the scope of the stadium transformation works offers greater opportunities for delivering results in priority areas.

A code of practice for recruitment agencies

Where new employment opportunities arise these are often filled using a recruitment agency. Their practices need to reflect the commitments we have to deliver the objectives of the LLDC's socio economic policies. To ensure that there is engagement between brokerages and the



active agencies being used on site. All subcontractors will be required to provide details of the agencies they use as a contractual requirement prior to starting on site. All agencies working for us and our subcontractors (secured through contractual obligations) will also be required to sign up to a code of practice that ensures the payment of the Construction Working Rule Agreements and 100% adoption on the London Living Wage for roles not covered under the CIJC /trade union Agreement. Early and regular audit under the Memoranda of Agreement of our appointed supply chain will ensure compliance in this area. There will also be a requirement for all positions instructed to be communicated to the brokerages before being advertised elsewhere. Initially, these details will be provided to Newham Workplace as the most important local brokerage.

Identification of apprentice opportunities on site

In keeping with our targeted approach to employment and skills we will identify apprenticeship opportunities at the start of the project, prior to starting on site. We have already demonstrated our commitment to providing apprentice opportunities during the Aquatic Centre construction and legacy works, both through our own apprentice frameworks and by providing placements for the Legacy Apprentices during transformation. To date we have engaged with 41 apprentices and there is a commitment to provide a minimum of 36 apprentice opportunities as part of the stadium shell and core works. These are to be both new opportunities and also positions offering continuity of work with Legacy Apprentices to enable them to continue with their vocational qualification.

Our approach to apprentices has been recognised by inclusion in the Top 100 Employers list. This is supported by both the National Apprenticeship Service (NAS) and City and Guilds.

We acknowledge that our supply chain and sub contractors will have an important part to play in the support of the apprenticeship programme. We will, with the support of local providers, map out the delivery of apprentices based on the suitability of packages of work and their compatibility with apprentice frameworks. Requirements to make apprentice placements available will then be written into sub contract orders.

We are committed to working with the LLDC to identify where continuity of employment can be offered to Legacy Apprentices currently active on the transformation works. Where the programmes of our packages of work are too short for apprentices to finish their frameworks, we will utilise the Apprentice Training Agency approach to delivery. Using registered ATA's who offer direct employment to apprentices and can place the candidates onto other sites ideally within the QEOP or the surrounding area to ensure that NVQ frameworks are completed. This maximises the opportunities we can deliver as part of our scope of works and within the programme constraints of the stadium transformation.

We also operate an Apprenticeship model that will allow people to work towards an apprenticeship whilst moving between and working within a number of businesses in our supply chain. The model ensures continuity of employment, increased job security and gives a breadth of experience to the trainee allowing them to complete and achieve a full apprenticeship framework.

Later in this submission we refer to our proposals for an Apprentice Hub.

Supporting opportunities for women and disabled people

The use of an effective ESP underpinned by a labour histogram can identify specific opportunities for women and disabled people. We believe that women and disabled people should have access to as many roles as possible as part of the stadium transformation. Where appropriate we will work with local outreach partners including Women into Construction. This has previously been demonstrated during the course of the Aquatics Centre Olympic build, whereby, we actively engaged with the Women into Construction programme giving work experience opportunities to eight women of various trades. This resulted in two of the women being given permanent roles by the facilitating subcontractor. We aim to encourage women to fill specific roles as part of the project.

To support the delivery of disabled people into work we are committed to providing a minimum of two opportunities as part of NewCo's Workchoice program, supported by the Department of Work and Pensions. This will provide a disabled person with a six month supported work placement as part of the stadium project. NewCo are a member of British Association of Supported Employment.

Ensuring the supply chain and subcontractors are involved in the delivery of targets

As mentioned above our subcontractors have a vital role to play in the delivery of targets we have committed to in priority policy areas. A requirement to support us in the delivery of these commitments is to be included in the subcontractor's orders to ensure they are fully engaged with the process and programmes to achieve results we put in place.



A contractual requirement for each of our subcontractors will be to provide their own ESP's and labour histogram for their package of works prior to commencement of works on site. This will ensure that our targeted approach can be delivered as well as informing our own ESP and labour projections. As highlighted the requirement to make new vacancies available to job brokerages exclusively for a set period of time prior to commencing on site will also be a written into our subcontractor's orders.

We have an important role to play in ensuring that our subcontractors engaged in the stadium transformation are fully informed of the socio economic and employment priorities of the project. A briefing note highlighting the targets we have committed to and the processes we intend to put in place will be sent to all subcontractors as part of the invitation to tender.

Working with other contractors and stakeholders on the Queen Elizabeth Olympic Park

Collaboration with other contractors and stakeholders is vital in ensuring that information is exchanged that can help achieve the employment and skills priorities of the LLDC and Local Authorities. This will ensure there is continuity of employment opportunities on the park.

We are committed to communicating skills and training requirements as part of the stadium shell and core works. We offer to present the scope of works and labour requirements to the Construction Operatives Group. This will provide an insight of the project requirements to relevant local stakeholders.

Our collaboration with other sub-contractors will include the sharing of data from the biometric entrance system to support their reporting on target employment areas, whilst recognising that those employed on the project have the right not to provide this data, should they choose, under the Data Protection Act.

A commitment to accurate reporting

In order to report accurately on the priority employment areas it is vital that relevant data is collected when all operatives are inducted onto the site. To achieve this, we have welcomed the sharing of good practice by the LLDC with the issuing of a comprehensive induction form to all staff and operatives working on the project that will provide information on all the priority areas required to be reported on.

We are committed to continuing to report monthly in all required priority areas in the format provided by the LLDC. One of the major challenges faced during the transformation of the Aquatics Centre has been the capturing of the monthly active workforce on site. We have reviewed our systems and are seeking to improve processes to ensure that an accurate monthly snapshot of the workforce can be provided. This will be supported by a biometric site access system to the stadium. We would work with the principal contractors currently on site to ensure that the system in place is transferable.

Training opportunities on site

Our business relies on having a skilled workforce to carry out packages of work to the highest quality. We are constantly looking for ways in which we can continue to support up skilling through training and education opportunities. Our commitment to this was demonstrated during the construction and transformation of the Aquatics Centre. As an example of this, we ran a comprehensive training programme in conjunction with Speedy. We were successful in up skilling both our employees and our subcontract labour by providing an onsite trainer, training facilities and co-ordinating this with our supply chain requirements. We provided access to courses such as, behavioural safety training, PASMA, MEWPS resulting in over 500 staff being trained during the course of the Aquatics Centre Olympic build.

We provided evidence based documentation to the Olympic Delivery Authority to confirm any new qualifications and numbers of staff trained. We will ensure as the main contractor to engage with our subcontractors to confirm their commitment to the ongoing development on their workforce, providing evidence of their qualifications achieved and any further NVQ development. Training will be reviewed and monitored on a monthly basis during the course of the build.

Checks will be made during the induction process to ensure that the workforce on site will have the competence and skills to carry out their role. There is a mandatory CSCS requirement to work on site. Equality and Inclusion training will also be covered during the induction process.

Our support for priority themes

We are currently supporting a number of initiatives that seek to help young people gain knowledge in construction opportunities; these are directly linked to our activity on the Aquatics Centre. We are an active supporter of the Construction Youth Trust (CYT). This summer we have provided work experience placements for two people from Newham. These placements will be offered again for the October half term. If awarded the stadium contract we intend to continue offering work placements for the duration of the contract. We have previously demonstrated

OLYMPIC STADIUM TRANSFORMATION SHELL & CORE TENDER SUBMISSION OCTOBER 2013



out commitment to support the Olympic host borough schools by introducing a schools engagement plan in the infancy of the Aquatics Centre project. We provided over 28 work experience placements during the course of the build, careers events for local schools for students who had a particular interest in the Construction and Built Environment and numerous site visits for engineering undergraduates.

We are sincere in our commitment to help the LLDC achieve a tangible legacy in socio economic priority themes. We support the aspirations of the LLDC to set up a Technical College, as a lasting legacy of the games. We will offer our support with the provision of mentors and the provision of an Apprentice Hub on site which will facilitate IT access for apprentices to continue their studies. We will establish this facility in conjunction with [REDACTED].



2.1.3.2 Employment and Skills Targets (Proposed Targets)

Key points

- Commitment to exceed targets achieved at the Aquatics
- Commitment to provide and collate fully detailed data to confirm objectives are being achieved
- Commitment to a high level of BAME workforce employment

We have learnt from our own experiences as a QEOP contractor that early intervention is vital in delivering results in targeted employment areas. We are committed to ensuring that the workforce local to the Stadium have a chance to gain employment where opportunities arise. This will require active engagement with local brokerages, in particular Workplace based in Newham. Most importantly we acknowledge that brokerages need early notification of the jobs and skills needed as part of the stadium works and early engagement with our appointed supply chain will help us to achieve this.

We are committed to ensuring that all new positions that arise as a result of the stadium with both us as main contractor but also within our subcontractors are accessible to local brokerages. Our approach to delivery will be the issuing of Employment and Skills Plans (ESP) to all the local brokerages to ensure they have early notification of new positions.

We have shown a real commitment to equality, inclusion, employment and skills throughout its involvement in the development of the Queen Elizabeth Park. The projects Respect for People and opportunities initiatives have been instrumental in communicating this commitment to diversity and delivering real benefits to various groups, individuals, including employees and the local community.

We consider the targets below to be realistic and achievable. We have reviewed the scope of works for the stadium transformation and labour requirements. We anticipate that there will be in the region of 400 operatives on site during peak times at the stadium. We have included the number of projected workforce in each target area. We will ensure there is a targeted evidence based approach to employment and skills by working with Reds10 and the Newham Job Brokerage.

Priority Area	Target	Project workforce numbers based on 400 peak operatives
% of workforce from host borough	40%	140
% BAME workforce	40%	140
% previously unemployed	23%	60
% disabled workforce	5%	20
% women workforce	8%	32
% apprentice workforce	7%	36

Table 1: Proposed Shell and Core employment targets

We have also assessed the targets against what we have achieved on the site to date. This includes the performance on the Aquatics Centre where the following targets were achieved:

These targets were independently endorsed by the Olympic Delivery Authority auditors who concluded that "Balfour Beatty has shown a real commitment to the Equality, Inclusion, Employment and Skills throughout its involvement in the development the Olympic Park"

We understand from our current involvement on the Roof Contract and also from our Legacy work on the Aquatics Centre that the accurate reporting of data to the client has not always been forthcoming. We therefore commit on appointment as Principal Contractor to review all induction processes, information and record collection and align it with electronic systems and records. It is our intention to monitor our workforce on site by the introduction of a biometric entry system which will reflect 'real time' accurate data thereby establishing correct reporting information against our targets. KPI's will be provided to the LLDC on a monthly basis.

BAME workforce	36%
Previously Unemployed	21%
Disabled Workforce	3%
Women Workforce	2%
Number of apprentices	36

Table 2: Aquatics Centre achieved employment targets



2.1.4 Inclusion

Key points

- Robust strategies in place to maximise opportunities
- We promote shared values within our supply chain
- Commitment to improve on achievements achieved at the Aquatics Centre

Our inclusion strategy will cover the following areas in more detail:

- Balfour Beatty as an inclusive Employer
- Our experience of the Park
- Stakeholder engagement and a partnership approach
- Inclusion through contractual commitment
- A targeted approach

Introduction

Key to being able to demonstrate inclusion through the transformation of stadium, there must be an understanding of the legacy left by the games. The London 2012 Olympic and Paralympic Games were won on a commitment to promote a lasting legacy of accessibility and inclusion. No one can doubt their success. The success of legacy in delivering the promise set by the Games starts with the transformation of the park and venues. We have been part of the transformation as the main contractor on the Aquatics Centre. Transforming it from an accessible world class sports arena to a facility that will soon be accessible to all. We want to demonstrate that through the transformation works we can build on our own best practice and also the best practices that have been developed across the park and industry. This requires evaluation of what we have achieved to date. Core to our business ethos is the commitment to continue to adopt best practice alongside a desire to create best practice.

It is clear from the London Legacy Development Corporation's Equality and Inclusion Policy that objectives are focused on convergence. That the residents of the host boroughs should benefit from the same opportunities as their neighbours across London. This is encapsulated in their five key objectives:

- Places should be created with the highest standards of inclusive design
- Procurement should be used to maximise the positive opportunities for the diverse residents of East London.
- That the practices of the corporation and its partners should deliver flagship projects to promote inclusion and the recruitment of a diverse workforce
- The continued promotion of disabled sport after the Paralympic Games
- That projects should look to integrate future residents of the Queen Elizabeth Olympic Park with their neighbours

We understand the objectives that the legacy corporation has set. We acknowledge the responsibility that key partners must play in the delivery of the LLDC's objectives. Our proposals seek to demonstrate how as the transformation of stadium contractor we can play our part in delivering tangible benefits for the convergence agenda. We will support the LLDC in its status under the Equality Act 2010 which involves removing or minimising disadvantages suffered by people (because they are from a protected equality group).

Balfour Beatty as an inclusive Employer

We are an Equal Opportunities Employer, complying with and often exceeding public sector equality duty. We are determined to ensure that no job applicant or employee receives less favourable treatment on the grounds of colour, race, age, nationality, national or ethnic origin, disability, sex or marital status, sexual orientation or religion. We avoid unlawful discrimination in all aspects of employment including recruitment,



promotion, opportunities for training, pay and benefits, discipline and selection for redundancy. Person and job specifications are limited to those requirements that are necessary for the effective performance of the job. We pay and require all our subcontractors to pay in line with the CIJC Working Rule Agreement, or if not covered by a trade union agreement, the minimum payment of the London Living Wage.

Candidates for employment or promotion are assessed objectively against the requirements for the job, taking account of any reasonable adjustments that may be required for candidates with a disability. Disability and personal or home commitments do not form the basis of employment decisions except where necessary. We consider any possible indirectly discriminatory effect of our standard working practices, including the number of hours to be worked, the times at which these are to be worked and the place at which work is to be done, when considering requests for variations to these standard working practices and will refuse such requests only if we consider we have good reasons, unrelated to any prohibited ground of discrimination, for doing so. We comply with our obligations in relation to statutory requests for contract variations. We also make reasonable adjustments to standard working practices to overcome barriers caused by disability.

We monitor the ethnic, gender and age composition of the existing workforce and of applicants for jobs (including promotion), and the number of people with disabilities within these groups, and will consider and take any appropriate action to address any problems which may be identified as a result of the monitoring process. All new employees receive a copy of our Equal Opportunities policy. To ensure the accessibility of this policy Balfour Beatty has also produced 'A Guide to Equal Opportunities' booklet, which provides guidance to all staff about the relevant laws, company policy and about the individual responsibilities of staff as both employees and within their roles of responsibility to ensure everyone is treated fairly and works in an environment free from prejudice.

Our experience on the Park

An example of how we will support and deliver our policies in relation to equality and diversity is highlighted through the Aquatics Centre project. We have established an Opportunities Leadership Group to work across our Olympic Projects reviewing performance and strategically directing our work in this area. Their responsibilities are crystallised in our Equality Action Plan. Our experience on the East London Line and, more recently, the Aquatics Centre has enabled us to address employment and opportunity issues with some measurable success. Building on the lessons we have learned are four clear objectives:

1. Adopt and implement equality and diversity policies and procedures
2. Promote equality and diversity
3. Monitor equality and the diversity of the workforce (including during recruitment)
4. Ensuring our supply chain engage

Stakeholder engagement and a partnership approach

We see the engagement with the LLDC and their stakeholder partners including the London Borough of Newham as a vital part of our inclusivity strategy. If selected as contractor for the main stadium transformation we propose to hold an inclusivity pre start meeting that will look to review the protocols we have put in place to date. Engagement will continue throughout the transformation works to ensure that our construction site is accessible and that barriers to employment are removed. Throughout the works we want to make sure that positive outcomes can be maximised. A specific member of the Balfour Beatty team will be a point of contact on all inclusivity related issues. They will be responsible for ensuring that our targets are met and exceeded where possible.

Inclusion through contractual commitment

A key objective of the LLDC is to use procurement to maximise the positive opportunities for residents of the host Boroughs. With stadium transformation we share this objective through our own procurement. We are committed to ensuring that measures ensuring inclusivity on site will be included as a contractual obligation with our subcontractors. This will support our strategies for ensuring a diverse workforce and support of the Legacy Apprenticeship Scheme. Subcontractors will be required to engage with local job brokerages including Newham Workplace to ensure that local residents have access to the employment opportunities on site.

A targeted approach

It will be vital for the main contractor on the stadium works to take the lead on issues of inclusion, demonstrating industry leading practices. We are committed to taking this leading role as it can impact the operations of our subcontractors in a positive way. By showing what is possible, the ripple effect is that subcontractors can take an understanding of inclusivity onto other construction sites, improving the industry as a whole.



As highlighted in the LLDC's Equality and Inclusion Policy 2012 the host Boroughs and in particular the host Boroughs surrounding the Park including Newham have some of the most diverse communities within London and the UK. The demographics of the local area include high percentages of young, Black, Asian and minority ethnic (BAME) and also disabled people. However, within these groups there is also high unemployment. Our target inclusive approach to employment will seek to support the LLDC's convergence policies.

As outlined in our response to 2.1.3.1 we are committed to ensuring that our employment and skills strategy maximises the diversity of our workforce. To deliver the above an Employment and Skills Plan (ESP) will identify specific roles that can be targeted to underrepresented groups from Newham and the other adjacent host Boroughs. We want to offer tangible outcomes from this approach. To ensure that disabled residents from Newham are part of the stadium workforce we have made a commitment to support a minimum of two people from NewCo's Work Choice programme. This will continue to build on the achievements we have had to date in achieving 3% of the workforce being disabled on the Aquatics Centre transformation.

Our targeted approach will seek to build on the achievements we have had in delivering opportunities for women as part of the Aquatics Centre transformation. Through offering work placements for two previously unemployed women, full time employment was secured. We are committed to continuing to work with Women into Construction to ensure that women gain access to job opportunities. Through ensuring that job opportunities on site are shared with Women into Construction via the LAVA Portal suitable female candidates can be sought.

Supporting young people into a career in construction will be vital in ensuring that convergence occurs for the host boroughs. We have been proud of our contribution to supporting apprentices during transformation to date. The LLDC has achieved great success through the Legacy Apprenticeship scheme. We have to date made 36 apprenticeship opportunities available on the works for the Aquatics Centre. We will continue to maximise opportunities for young people and are committed to a minimum of 24 apprentice opportunities as part of the Main Stadium works. This is addition to the four opportunities we have already identified as part of the roof works.

To embed diversity into the hearts and minds of everyone, a diversity training programme; Respect for People will continue to be delivered to all employees, subcontractors and operatives throughout our projects. This aims to raise awareness and understanding of diversity and its organisational and individual benefits. The training focuses on practical actions employees can take to promote inclusion. Feedback indicates that the team now has a greater understanding of the benefits derived from a more diverse workforce.



2.1.5 Community Engagement

Key points

- Build on existing relationships with the London Borough of Newham and other host Boroughs
- Continuity of personnel and relationships from the Aquatics Centre
- Commitment to work in partnership with future tenants and operators

The final construction works on the Olympic stadium converting it into a world class sport and cultural facility will complete the transformation of sporting venues on the Queen Elizabeth Olympic Park (QEOP). It is vital that during these works, engagement with the surrounding community is clear and inclusive to make sure that the surrounding communities feel connected to the facility when it opens to the public. We are committed to working in Partnership with the LLDC, Newham and West Ham Football club to ensure that we support their community engagement objectives.

The aims and objectives of the Development Corporation's Community Engagement Policy is to ensure that the QEOP knits into the existing communities surrounding the park. Through engagement it seeks to hear their views in shaping the park. It also seeks to ensure that socio-economic opportunities are maximised for residents supporting the growth of cohesive and sustainable communities, with an inclusive and entrepreneurial outlook. As an experienced contractor on the QEOP we have understood the importance of stakeholder and community engagement through our works on the Aquatics Centre. That experience has highlighted the need for a dedicated Officer to co-ordinate community and stakeholder liaison who will be responsible for implementing our community engagement strategy and reporting on its performance against the aspirations of the legacy corporation's policy.

A key driver of all LLDC Policy areas is convergence. There is a commitment to ensure that residents surrounding the park have access to employment opportunities. We have outlined clear and targeted strategies for employment and skills, equality and inclusion in our responses to Sections 2.1.3 and 2.1.4. It is vital to the success of these strategies that initiatives designed to help residents surrounding the park into work are clearly communicated. We will work with the LLDC and Newham, in particular to ensure that there is targeted outreach for apprenticeship opportunities within Newham.

As well as supporting outreach activities we will also work with the LLDC and Newham to ensure that access to site is available during transformation for school and other engagement visits. Managed in a safe way, it will offer a fantastic insight into all aspects of the transformation works and help to build connections. During the course of the Aquatic Centre Olympic build we hosted over 42 school and university visits to site and held careers events in host borough schools.

The engagement with schools forms a vital part of our Considerate Contractors initiatives. We are an industry leader in the scheme and look to achieve a minimum of Gold standard on all of our projects. Our commitment to achieving excellence has been rewarded for our works on the Aquatics Centre where a gold award was achieved and we were also Most Considerate Contractor Runner Up, across the UK, in 2012. The Considerate Contractor Scheme offers an independent audit of our engagement practices.

As a contracting partner we will actively support initiatives that have been set up or championed by the Legacy Corporation. The Echo is a scheme that we can lend our range of expertise to. It is a tangible way of linking the stadium works with the surrounding community. We are committing to this project. We will work with the Echo team to explore which areas of our expertise can best support local people and businesses. We are also committed to using the time of our staff to support the Future Foundations Legacy Careers project. The project is a great way of connecting with young people surrounding the stadium and helps in raising their career aspirations and fosters an entrepreneurial spirit.

As a team, we have enjoyed supporting community projects during the Aquatics project. To coincide with 'World Hunger Day' the Aquatics Centre forewent their lunch and donated the money they would have spent to Newham Food Bank. A charity football game is also in the pipeline. Our history of holding and hosting charitable events will continue with a new focus being placed upon smaller local charities for whom relatively modest donations can make a real difference.



Our engagement strategy will look to work in Partnership with the future tenants of the stadium. We will support their community outreach programs and work closely with the West Ham Community Sports trust. Our dedicated Stakeholder/Liaison Manager, [REDACTED] will be your regular contact on-site to ensure that our operations are understood and that we in turn understand and make arrangements to accommodate your business and daily functions including deliveries, VIP liaison, parking and traffic management. The role also extends to your neighbours generally in line with our Considerate Constructors obligations and will cover:

- Agreement to logistics and interface with any shared access provisions
- Regular inspections of hoardings and footpaths
- Managing communications with each of the neighbours
- Initiating and chairing the neighbourhood liaison meetings
- Preparing and issuing of regular newsletter updates
- Ensuring compliance with the Considerate Constructors Scheme
- Undertaking satisfaction surveys
- Liaison with other local construction teams
- Dealing with complaints making sure each one is promptly dealt with and closed out

Our community engagement will also be guided by the client's requirements to ensure a consistent approach to the community and external stakeholders. Workshops and forums will be held as necessary to maintain open relationships and keep stakeholders up to date on construction progress and its impact on all third parties. We will also engage in the following community activities:

- Engagement with local schools and visits
- Work experience for local school pupils
- Fundraising for local charities
- Re-introduction of friends and family visits
- Supporting any client initiatives, such as Time to Shine

In addition, we are already supporting the construction of the Cre8 Sustainability Academy in Hackney Wick. This is an initiative which is also supported by the LLDC and Groundwork London.

At the London Aquatics Centre, the CCS assessors praised the team for continuing to show the construction industry in its best light through a commitment to best practice and innovation. They also referred to the way in which the team engaged with the community and all the other stakeholders by their willingness to receive visitors and provide tours and talks. The efforts that went into making the Friends and Family Events so successful and which boosted the charitable donations to more than £26,000 were also highlighted. The money raised helped to fund 'Time to Shine', the annual Stoke Mandeville event providing mixed sporting activities for host borough disabled and disadvantaged children. Finally, the Balfour Beatty team were commended for their focus upon the environment and, in particular, the high use of recycled materials, reduced waste to landfill and more than 50% by weight of materials being delivered by sustainable transport.

We acknowledge the leading role that a Tier 1 contractor can take in community engagement and that we can help inform the practices of our supply chain. We will do all we can to encourage our subcontractors to support community initiatives with which we are engaged.



2.1.6 Inclusive Design

Key points

- Maximise opportunities for inclusivity during detailed design development
- Fully utilise expertise within Balfour Beatty and Consultant team
- Maintain established relationships with BEAP

Embedding the principles of Inclusive Design

This response sets out how we will fully embed the principles of inclusive design as set out in the Inclusive Design Strategy, the Inclusive Design Standards and the specific requirements of the Inclusive Design Access Statement.

Balfour Beatty will appoint Buro Happold Inclusive Design Consultancy (BHID) as our inclusive design consultant, registered with the National Register of Access Consultants.

Our lead Designer, Populous will ensure that inclusive design is fully integrated throughout the design and our Design Manager, [REDACTED], will manage the process. We will build on our experience gained on other projects including the Aquatics Centre to create a place that can be used and enjoyed independently and safely by everyone regardless of ability, disability, age, gender, sexual orientation, race or faith. [REDACTED] our Director for Design, will review proposals with [REDACTED] and the design team to ensure that we meet the adopted standards of the London 2012 ODA IDS. [REDACTED] worked with the ZHA Aquatics design team, [REDACTED] the project access consultant, and [REDACTED] the ODA's access officer to ensure a successful inclusive design outcome at the Aquatics Centre. [REDACTED] maintains a good working relationship with [REDACTED] who wrote the ODA IDS, [REDACTED]

Our Inclusive Access Statement (IAS) will be developed further during stage E to formalise the solution and to provide assurance on compliance as the design develops. Each development of the IAS will contain an explanation of measures that will be incorporated within the scheme to facilitate access and use by all people, including disabled people and indicate how the design of the proposals meets the design standards, good practice design guidance, Building Regulations and other access requirements.

Meeting the Employer's Inclusive Design Standards (IDS)

Buro Happold Inclusive Design Consultancy (BHID) is well versed in the delivery of projects that meet the needs of diverse communities through development of flexible and inclusive design solutions putting people at the heart of the design process.

BHID will establish a rigorous internal review process and change control mechanisms (see Fig 1) that highlight and track critical elements in regards to inclusive design elements which parallel the structure of the LLDC's Inclusive Design Standards (IDS) to ensure that the delivered venue is one which people feel comfortable and secure and is convenient and accessible to everybody.

In supporting the design team, BHID as the author and contributor to the original ODA Inclusive Design Standards has extensive knowledge of background arguments and the requirements of the LLDC's IDS. BHID brings an exceptional knowledge of not only good practice guidance and relevant research to the process but also have a long working relationship with stakeholder groups such as the LLDC's Built Environment Access Panel (BEAP).

The internal review process will complement the LLDC's conformance reporting process; the conformance reporting process will be used to demonstrate compliance with LLDC's standards or where designs deviate from the IDS, the proposed alternative solutions and the rationale for the consideration of the LLDC and/or BEAP.

Many elements of the Inclusive Design Standards will be relevant to the Olympic Stadium Transformation and will require attention throughout the design process. External movement will be particularly relevant given the extensive nature of the external works. Graded routes, ramps, bridges for pedestrian use, and seating/rest points will all need to be addressed along with walking surfaces, tactile paving, street furniture, signage and lighting.

Design Element	Description	Design Standard	Design Solution	Status
1.1
1.2
1.3
1.4
1.5
1.6
1.7
1.8
1.9
1.10

Figure 1: Sample page from our IDS Tracking Schedule – full page on page 4



Internal movement within the facility will also be paramount. Entrances, doors, steps, handrails, lifts, circulation corridors and venue concourses, and floor finishes will all require focus when considering people movement, while the number, positioning, and layout of accessible toilets, family (Baby Change) facilities and emergency egress will need full consideration also.

Within the stadium itself, we will be reviewing the spectator and amenity seating with a particular emphasis on wheelchair user viewing.

Meeting the Employer's Built Environment Access Panel (BEAP)

BHID brings to the project extensive experience of consultation and engagement with stakeholder groups. During the development of the Olympic Delivery Authority (ODA) Inclusive Design Standards BHID consulted widely with the ODA's Built Environment Access Panel and the Access and Inclusion Forum in formulation of the standards reflecting and addressing the needs of the diverse communities of interest represented. Consultation with the ODA's groups continued through the design development of the venues for which BHID provided advice (London 2012 Olympic Stadium, Velodrome, Basketball Arena, Water Polo and Media Centre).

During the development of the Legacy Communities Scheme (LCS) planning application BHID worked closely with the LLDC and BEAP for the aspirations of the LCS as well as the detail such as housing typology studies to ensure Inclusive Design could be integrated successfully.

As part of the Olympic Stadium Transformation design team, BHID has supported the design team in their engagement with BEAP.

BHID has also worked closely with The O₂'s consultative access group (the AAA group) on many projects including Up at the O₂, the climb over the top of the O₂ (365m long; 52m in height) stretching the concept of accessibility and inclusion by challenging the perception of what disabled and non-disabled people can achieve.

Our experience in stakeholder consultation

Our Director for Design, [REDACTED] led our design management of the London Aquatics Centre and worked with ZHA architects and the ODA's access officer [REDACTED] to ensure that the design in Olympic, Paralympics and Legacy modes took full account of the needs of all users of the building including people with mobility impairments, wheelchair users, families with children, those with secondary and cognitive impairments, people of different faiths and languages. [REDACTED] will be involved in reviewing our designs with [REDACTED] and the project team.

Our experience on Aquatics, the significant number of public Education Framework projects and major public infrastructure projects, such as Heathrow Terminal 2 and Blackfriars Station, all executed in the last 5 years, has confirmed the importance to our design managers of leading an open dialogue with all stakeholders to ensure that full consultation is facilitated to listen and understand the needs of a diverse group of key stakeholders.

BHID has experience in wider community engagement, particularly as part of the planning process. BHID believes that engaging with communities means contributing in a way that helps them become stronger and more prosperous. Inclusive consultation with stakeholders is crucial for Buro Happold to ensure that their needs and opinions are reflected in our projects.

Consultation for the Inclusive Access Statement included UK Athletics, Newham and Essex Beagles (Athletics Club), IAAF technical representatives, 2015 Rugby Worlds Cup, LLDC Technical Fora, BEAP and GLA Technical Adviser. In developing the IAS, we will continue to consult with these bodies and expand this consultation to include West Ham Football Club, their Supporters Club and other relevant stakeholder groups.

Meeting the needs of diverse communities

Inclusive design is more than just access for disabled people. As part of that process we will take into account potential social, cultural and community users to provide an inclusive environment suitable for diverse user groups, including disabled people, older people, carers, people of diverse faiths and parents with young children. Where a single design solution cannot accommodate all users, our aim is to provide as much choice and flexibility as possible.

Good practice guidance is often narrowly focused; however BHID has significant experience working in culturally diverse communities where issues may cross the recognised lines of good practice experience: A clear example of this is where BHID codified many of the issues in regards to faith that were raised in consultation as part of the ODA's IDS. Our experience working internationally also has increased our awareness of the subtleties of working in diverse communities.

We regularly engage inclusive design experts but also engaged people with disabilities to help us design specific facilities. An example of this involves the engagement of [REDACTED] on the RNOH Hospital at Stanmore. [REDACTED] is Director of one of the largest access management



companies. He sustained a spinal chord sever in 1983 and spent 10 months in hospital experiencing trauma and rehabilitation services, social support, and resettlement. [REDACTED] therefore, was the perfect person to advise on the design of new facilities dealing with the injuries and disabilities he had experienced.

Our Access Consultant - Buro Happold Inclusive Design

Buro Happold Inclusive Design (BHID) team will be an integral part of the team, with the role of access consultant and Inclusive Design Champion.

The appointment of BHID as access consultant would bring their wealth of experience in the development of inclusive facilities within the Queen Elizabeth Olympic Park. Members of the BHID access consultancy team were co-authors of the London Development Agency's 'Access for All Framework' document (2004) setting out the high level requirements and deliverables in regards to how access and inclusive design would be delivered if London won the Olympics. BHID individuals were engaged as part of the Olympic Park masterplanning team and subsequently provided access consultancy services as part of the design teams for the Olympic Stadium, Velodrome, Basketball, Water Polo, the Media and Energy Centres as well as Horse Guards Parade and the Mall. The 2012 Olympic Velodrome was a finalist in the Civic Trust's 2012 Selwyn Goldwyn Inclusive Design Awards.

BHID provided access consultancy services to the Olympic Stadium Transformation design team, seeing the design process through the submission and awarding of planning.

As authors and contributors to the ODA's IDS, BHID has a firm grasp of the content and background to the LLDC's IDS. Having worked extensively in the Olympic Park, BHID has a good working relationship with both JLAB and BEAP, where dialogue and engagement is important in obtaining suitable outcomes for both the contractor and ultimately the community of users.

Managing the Role

Balfour Beatty will appoint Buro Happold Inclusive Design Consultancy (BHID) as our inclusive design consultant. Populous as our lead Designer will ensure that inclusive design is fully integrated throughout the design and our Design Manager, [REDACTED], will manage the process.

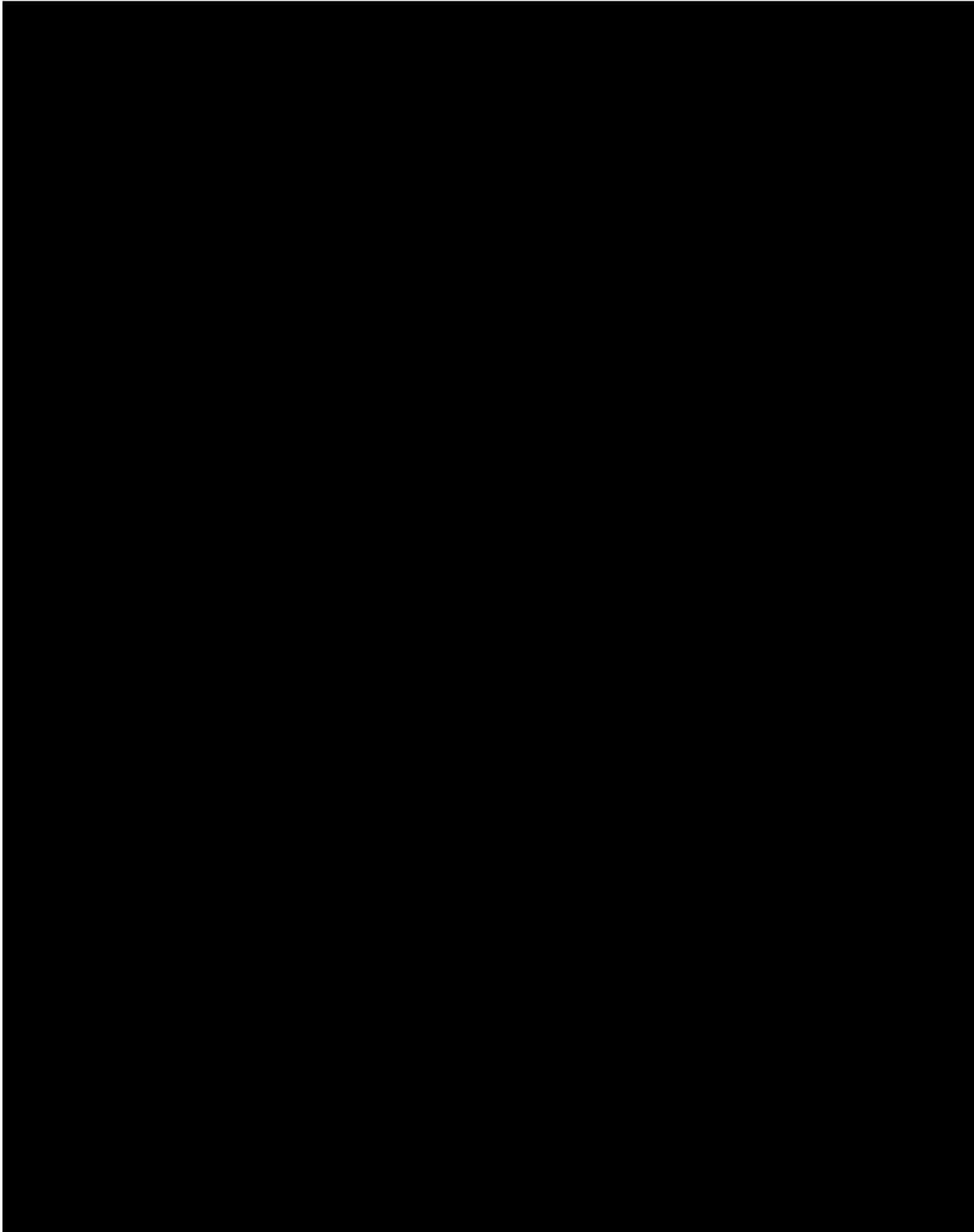
We will implement a Consultation and Partnership Matrix to engage with stakeholder groups and confirm compliance with inclusive design standards. Our Design Manager will lead and own the matrix and manage outcomes and design deliverables with the design team and supply chain. The matrix will link to our quality management procedure to check specifications and drawings are compliant prior to submission for client acceptance.

The Consultation and Partnership Matrix will be 'signed off' at each design development stage, typically informed by RIBA design stages and the design and procurement programme.

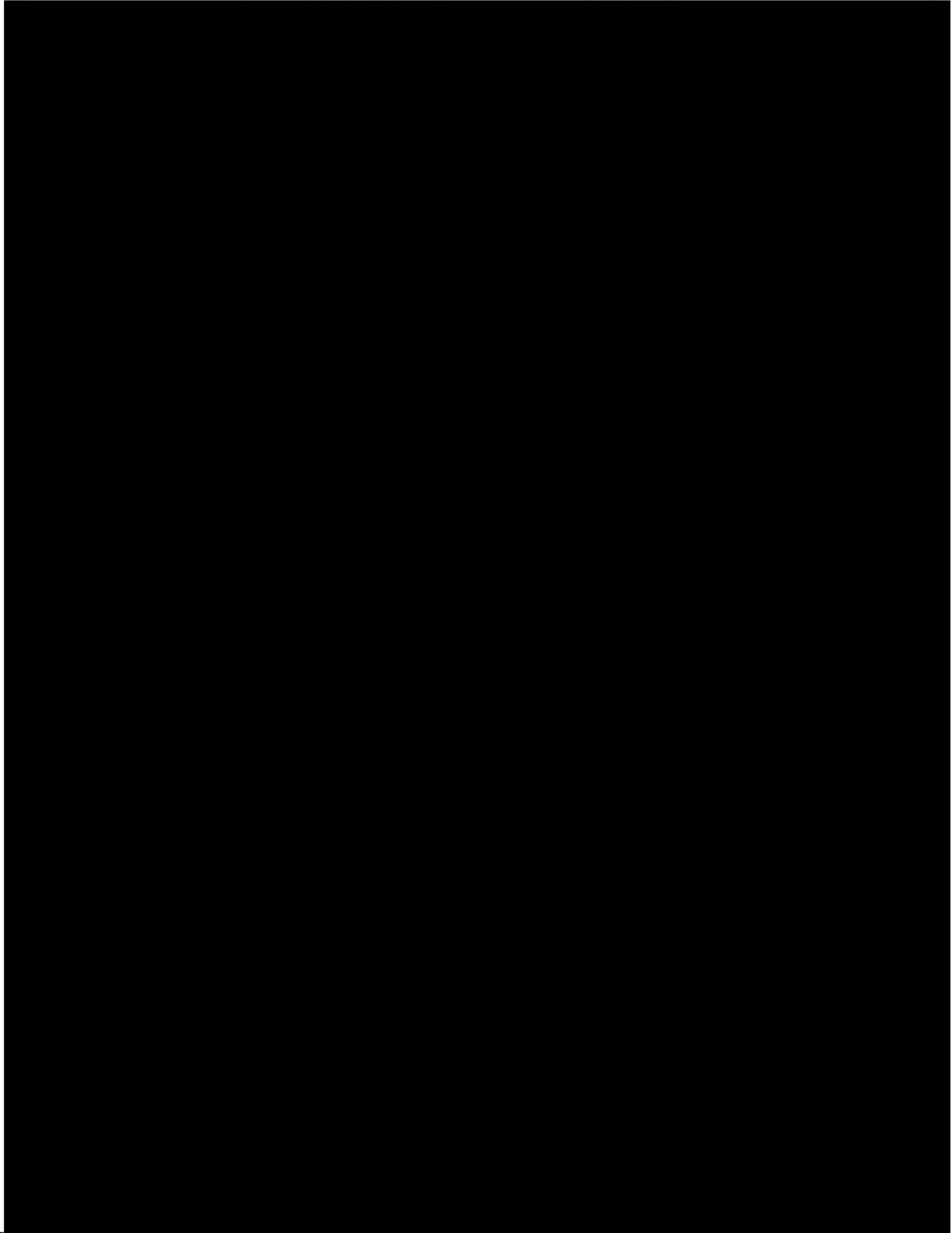


Venue Workstage Completion		Revision		Responder		Date									
Enter Document Number:	Criteria	Scheduled submittal date	Original Remarks/Comments	Response	Date Received	Comment on Response	Response								
1.00 Graded Routes															
1.01	Preferred gradient: 1:60 or shallower			Accepted			Accepted								
1.02	Maximum gradient of 1:21 across the main routes throughout the Olympic Park			Accepted			Accepted								
1.03	Crossfall no steeper than 1:50			Accepted			Accepted								
1.04	Level landings that are a minimum of 1500mm long (3000mm preferred), clear of any obstructions			Accepted			Accepted								
2.00 Ramps															
2.01	Gradients between 1:15 and 1:20 where possible			Accepted			Accepted								
2.02	Have level breaks in ramps as follows			Accepted			Accepted								
2.03	<table border="1"> <thead> <tr> <th>Minimum</th> <th>Maximum</th> </tr> </thead> <tbody> <tr> <td>1.20 <td>500mm </td></td></tr> <tr> <td>1.15 <td>330mm </td></td></tr> <tr> <td>1:12 <td>160mm </td></td></tr> </tbody> </table>	Minimum	Maximum	1.20 <td>500mm </td>	500mm	1.15 <td>330mm </td>	330mm	1:12 <td>160mm </td>	160mm			Accepted			Accepted
Minimum	Maximum														
1.20 <td>500mm </td>	500mm														
1.15 <td>330mm </td>	330mm														
1:12 <td>160mm </td>	160mm														
2.04	Have handrails			Accepted			Accepted								
2.05	Have handrails at the top and bottom of at least 100 Lux			Accepted			Accepted								
2.06	Suitable non-slip surfaces when wet and/or dry			Accepted			Accepted								
3.00 Pedestrian Bridges															
3.01	Handrails on both sides of the footbridge when the gradient exceeds 1:30			Accepted			Accepted								
3.02	Additional handrails provided on particularly wide (exceeding 50m) and steep (exceeding 1:20) footbridges			Accepted			Accepted								
3.03	Permanent bridge widths designed to accommodate appropriate seating in Legacy			Accepted			Accepted								
3.04	Comply with the gradient requirements above			Accepted			Accepted								
3.05	Adjacent seating areas at each end, during the Games			Accepted			Accepted								
4.00 Seating/Rest Points															
4.01	Seating areas should provide a choice of different seat designs			Accepted			Accepted								
4.02	Seating should be located along, but not within, pedestrian routes			Accepted			Accepted								
4.03	Distance on level ground between resting places is 50m			Accepted			Accepted								
4.04	Seat height of between a height of 470mm – 480mm for seats and benches			Accepted			Accepted								
4.05	Stiled on a suitable surface			Accepted			Accepted								
4.05	Designed to allow a wheelchair user or scooter user to sit alongside friends and family or in groups			Accepted			Accepted								
4.06	Some with armrests approximately 200mm above seat level			Accepted			Accepted								
4.07	Samples/Colours			Accepted			Accepted								

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2.1.7.2 Environmental Legislation

Key points

- Successful track record in compliance with Environmental Legislation
- Proven Management Systems
- Achieve Gold Award as the Aquatics Centre

Balfour Beatty is an externally accredited ISO 14001 certified company. We take our environmental responsibilities seriously and aim to go beyond legislative compliance on all of our construction sites to set new standards in environmental practice.

We have completed some £400m of work on a variety of London 2012 projects to date and our selected management team and our key supply partners for the main Stadium works have significant Olympic Park experience.

Site Environmental Management

Our extensive experience means that we are acutely aware of the potential for construction works to disrupt the normal functioning of a local community. This disruption can have a negative impact on the overall regeneration of the area and therefore we have developed strategies to ensure that our legacy is a positive one.

Site Environment Management Plan

We will produce a comprehensive Environment Management Plan (EMP) prior to starting on site which will include a detailed Aspects and Impacts Register specific to the Olympic Stadium site and the scope of the proposed works. The EMP will be cognisant of the Code of Construction Practice. Working in compliance with the EMP will form part of our contract agreements with our supply chain partners.

The Aspects and Impact register will build on the key risks already presented in this tender submission and will include further mitigation measures as necessary. The Register will be reviewed and updated on a regular basis to ensure it accurately reflects the current and proposed scope of works and methods of working.

We will keep up to date with any changes in regulation via the monthly Business Environmental Updates administered by the Environment Agency. Any new piece of legislation that may have an impact on our construction site activities will result in a revision to the EMP and will be communicated to our site team.

On-site environmental support

Our proposed Environment Manager, [REDACTED] is a Member of the Chartered Institute of Water and Environmental Management, Chartered Institute of Waste Management and a Fellow of the Royal Geographical Society. She has been working on the Olympic Park site for the past 15 months. She is familiar with the operational procedures across the Queen Elizabeth Olympic Park and has been overseeing the implementation and subsequent data collection to finalise the Aquatics Centre BREEAM assessment.

[REDACTED] will monitor performance and ensure compliance with the current regulations and promote best environmental practices. The maintenance of high environmental performance standards on site on a daily basis will be the responsibility of the Construction Manager.

[REDACTED] will be supported by [REDACTED] who extensive knowledge of the Queen Elizabeth Olympic Park sustainability requirements and detailed knowledge of the Stadium itself, having been involved in the Stadium development since 2005.

Considerate Constructors Scheme

We will register the site with the Considerate Constructor Scheme and target a score of 40 out of 50 with a minimum of 7 points targeted in each of the five categories. This aligns with the exemplary performance credit under BREEAM Man 02: Responsible Construction Practices. It is expected that the opportunities identified throughout this document and the other relevant sections of this technical submission will contribute to the achievement of this ambitious score.

A score of 40 out of 50 is likely to be sufficient to be considered for the Considerate Constructors annual awards which are awarded from scheme that are in the top 7.5% of industry. Balfour Beatty already holds a number of such awards under the old Considerate Constructors Scheme including a Gold Award in 2011 for the London Aquatics Centre.



Key Stakeholder Relationships

We understand that creating supportive partnerships at an early stage benefits the construction process. Our key stakeholders include: local communities, Environment Agency, Thames Water, Land and Water, LLDC and other Olympic Park contractors. We will facilitate pro-active involvement of all parties to ensure proposed method statements adhere to the requirements of these regulatory bodies as well as the broader community.

We endeavour to engage our stakeholders to change the statutory undertakers relationship from one of compliance and regulation to a more productive relationship involving technical support and early engagement. This proactive approach to our stakeholders was developed through our work on the Olympic Park and all parties agreed the approach delivered increased value and speed of construction.

Over the years we have created excellent working relationships with [REDACTED] the Environment Agency representative on site and the Environmental Health Officer from the London Borough of Newham. We will continue to nurture these positive and beneficial relationships during the Stadium works.

Training and Communication

All staff will be required to undertake a 1 hour site induction prior to starting on site. The site induction will include aspects such as site layout, health and safety and site-specific sustainability requirements.

A site notice board will be installed at the site entrance detailing relevant site environmental information including locations of surface water drains and water courses, waste management performance, etc.

Tool box talks will be prepared and delivered on specific subjects which are either pertinent to the works being undertaken or to target specific areas of performance improvement on the site. We will operate a reward and recognition scheme on site offering free meal vouchers or gift vouchers for Environmental Best Practice, this is a system we have operated successfully on the Aquatics Centre site.

Monitoring and Reporting

A comprehensive site inspection will be undertaken on a weekly basis and will include photographic evidence. Near misses, incidents and best practice will be recorded during the inspection. LLDC representatives will be invited to these weekly site inspections. A full inspection report will be issued within 24 hours of the site inspection.

As a company, we also report project data on a monthly basis through our Sustainability Dashboard. The dashboard collates a range of data including:

- Local supply chain spend, local employment, apprenticeships and volunteering on community projects
- Energy and water consumption associated with the construction phase
- Total waste produced and percentage of waste diverted from landfill
- Responsible sourcing of major materials, including sustainable timber and recycled content
- Number and type of environmental incident and near misses

This collated data will support the achievement of BREEAM credit M5. It will be reported on a fortnightly basis through Environment and Sustainability meetings with the client. Actions taken to improve performance, as required, and elements of innovative best practice will form part of the monthly client report. We will actively contribute to the Environmental Leadership Team meetings facilitated by the LLDC and openly share our lessons learnt and best practice.

Key environmental risks and proposed management

The environmental risks detailed below are not necessarily exhaustive but do represent the most significant risks identified to date.

Waste

Balfour Beatty will apply a philosophy of Material Resource Efficiency on the Stadium site. This approach goes beyond basic Site Waste Management and endeavours to:

- Prevent waste at source through early supply chain engagement
- Maximise the potential for all materials used on site to be reused or recycled, at the end of their useful life
- Close the loop within the supply chain by promoting the use of products with a high recycled content
- Eliminate waste going directly to landfill



Waste will be disposed of in accordance with the **Waste (England and Wales) Regulations 2011** and amendments. Specifically, we will operate within the waste hierarchy and undertake checks of Waste Carrier's Registrations and disposal sites' Waste Management Licenses/PPC Authorisation, collate and store Waste Transfer Notes and Consignment Notes. In the selection of our waste processing facilities we will adhere to the 'proximity principle' as far as possible; ensuring waste is reprocessed into useful products as close to site as practical. An appointed waste champion will be responsible for collecting the waste transfer notes associated with the removal of the waste skips.

We are observing with great interest the National Electronic Duty of Care (e-doc) Programme and should it be launched in 2014 as expected we would promote the Stadium project as one of the first to use this system.

Hazardous waste will, as far as possible, be eliminated. We operate a comprehensive Healthy Materials Procedure which endeavours to eliminate products that are hazardous to health of the environment from the construction works. We do however expect to undertake excavation which break the marker layer, soil excavated from below the marker layer will be treated as contaminated and we will therefore register the site as a hazardous waste producer and comply with the **Hazardous Waste (England and Wales) Regulations 2005** and amendments. For procedures associated with the management of contaminated soil refer to the Pollution Prevention section below. All other hazardous waste will be stored in a dedicated area of the waste management compound in clearly signed steel drums. All hazardous waste will be disposed of by a licensed hazardous waste carrier.

As the majority of plant and equipment within the Stadium is proposed to be reused, we do not expect to generate Waste Electronic and Electrical Equipment (WEEE) on site. We will, however, comply with the WEEE Regulations 2006 which aims to reduce the amount of WEEE being disposed to landfill. Any WEEE leaving the site will be disposed through the relevant compliance scheme and the necessary consignment note will be obtained.

A comprehensive Site Waste Management Plan will be drafted prior to start on site and reviewed regularly throughout the project. We will capture and report disaggregated material and waste data against each level of the waste hierarchy. We will provide a secure, clean area for waste management. Skips will be provided for segregated waste streams including metal, timber and plastics as a minimum. We will target 50% reuse of all waste generated through the project in addition to a waste segregation rate of 60% and a 95% diversion from landfill rate. We achieved a similar performance during the construction of the Aquatics Centre and we are confident it can be repeated. This level of performance will support the achievement of an exemplar performance credit under BREEAM Wst01: Site Waste Management.

Air

As indicated above, we restrict the use of certain products on site. Where paints and finishing materials are required, for touching up steel work for example, we will select the product with the lowest possible Volatile Organic Compound content and will ensure compliance with the Volatile Organic Compounds in Paints, Varnishes and Vehicle Finishing Products Regulations 2005.

In support of the Air Quality Standards Regulations 2010, we will:

- Reduce dust generation on site by ensuring any cutting of materials including timber is undertaken in a sheltered, managed space
- Require all HGV delivery vehicles to meet a minimum Euro IV engine standard and site vans to meet Euro 3 engine standard
- Adhere to a strict speed limit of 10km/h on site
- Use ultra-low sulphur diesel in all site plant and equipment
- Ensure all concrete cutting and on-site crushing equipment will have integrated dust control mechanisms
- Ensure all site haul roads are sealed as far as reasonably practical
- Landscaping works will be kept adequately damped down and soils will only be placed in low wind conditions

Noise

Prior to start on site we will undertake detailed noise assessment as part of our application for section 61 consent. We will ensure 'Best Practicable Means' are adopted on site to control noise levels during the works, including:

- Use of reversing alarms kept to a practical minimum by introducing a one way delivery system on site. Banksmen will be used for reversing of delivery vehicles
- Mobile plant e.g. MEWPs and forklifts will utilise white noise reversing alarms as far as reasonably practical
- Generators are not required on site. Should mains power not be available, fully enclosed, 'sound-reduced' generators will be used
- All plant will be regularly maintained and switched off when not in use
- No idling of delivery vehicles permitted on site



- Driven piles will not be used on site
- The Stadium works involve concrete cutting. Prior to starting works, dedicated noise screens will be installed around the cutting works

Light

Light pollution at night can disturb wildlife and neighbouring communities. If this is due to the location of the works there is minimal risk of light nuisance. Regardless, all site lighting will be highly directional and low level. We anticipate to be working during the normal working hours and we will ensure all external lighting is task or security specific. All external lighting, with the exception of safety lighting, will be switched off prior to leaving the site in the evening.

Pollution Prevention: Storage of Chemicals and Fuel

Spillages can compromise water and ground quality. We will ensure all chemicals and fuel used on site are stored in a dedicated bunded area, located on hard standing away from drains and water features. There will be spill kits in place in at strategic, accessible locations. Operatives will be trained to use them. A selection of plant nappies will be provided for use across the site. A clear procedure for refuelling plant and machinery will form part of our EMP.

Pollution Prevention: Stockpiling of Soils

The works will involve stockpiling of soils and exposing areas of open ground. Stockpiles will be placed away from surface water drains as far as reasonably practical. Works will be planned to reduce the extent of stockpiling and open ground at any one time. Drain covers will be installed over all drains within 10metres of stockpiles or non-vegetated ground to prevent silt migrating to surface water.

The works will require excavation below the marker layer. All ground below the marker layer will be treated as potentially contaminated and will be removed from site as quickly as possible. Soils excavated from below the marker layer will be carefully segregated from clean soils and stored in a clearly marked, dedicated area. Stockpiles will be located on hardstanding on an impermeable membrane and kept covered at all times. We will register the site with the Environment Agency as a Hazardous Waste Premises, no contaminated spoil will be removed from site without a Consignment Note, as required under the Hazardous Waste Regulations 2005.

Pollution Prevention: Dewatering Activities

A number of the excavations may require dewatering. We will apply for Water Quality Discharge Consent prior to undertaking any dewatering activities. As far as reasonably practical, dewatering water will be treated on site via silt busters prior to discharge to surface water, subject to strict quality control and testing procedures. Where dewatering water quality is not suitable for discharge to surface water consent will be sought from Thames Water to discharge direct to foul sewer.

Pollution Prevention: Works near water courses

Extensive works will be undertaken in close proximity to controlled waters including landscaping works and painting of retained temporary bridges. Procedures will be put in place to prevent accidental paint spillage or other pollution incidents associated with the works. Flood Management Consent will be sought from the Environment Agency prior to these works starting as required under the Land Drainage Act 1991 and the Waster Resources Act 1991. The use of herbicides, pesticides and fertilisers during the installation of new landscape works will be avoided. Extensive upgrade works will be undertaken to the surface water drainage systems on site. Surface water drainage systems will be hydraulically disconnected from the surface water outfalls as soon as reasonably practical for the duration of the works. In addition bunds will be installed around surface water outfalls.

Pollution Prevention: Concrete Washout

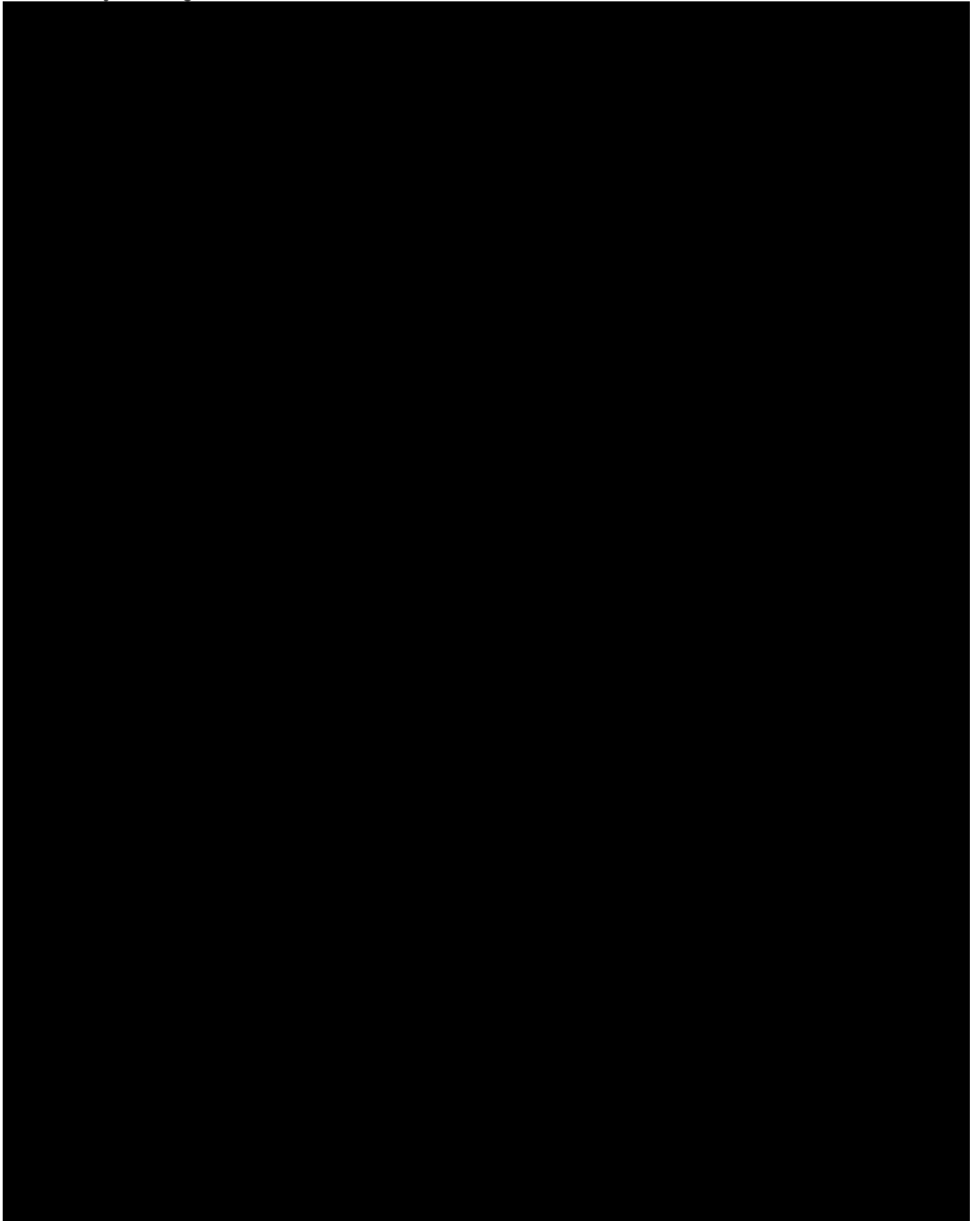
Concrete washout water presents a key pollution risk. A dedicated, bunded concrete washout facility will be provided on site. All concrete subcontractors and ready-mix concrete suppliers will be required to utilise these facilities.

Wildlife Protection

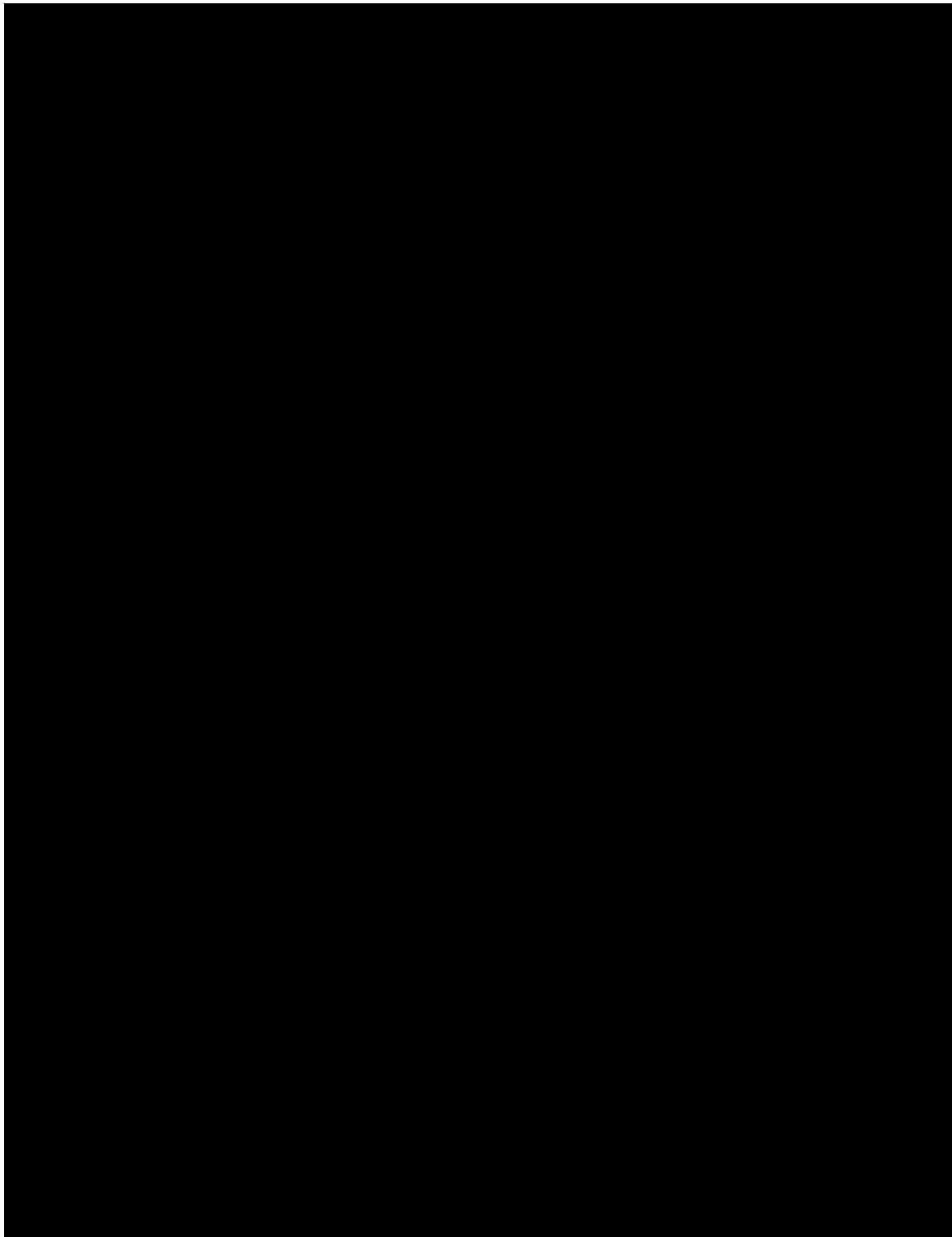
Extensive areas of biodiverse habitat and mature trees have been installed on the Olympic Stadium site. All retained habitat will be securely fenced and marked prior to works starting on site. All retained trees will be protected in accordance with BS 5837:2012 prior to works starting on site. Materials storage areas will be located away from tree root zones to avoid compaction. A large number of bird and bat boxes have been installed around the site. Works will be scheduled to prevent extensive works in these areas during the bird nesting season as far as reasonably practical. All hibernacula will be routinely checked during the bird nesting season for evidence of nesting activities. Where nesting activities are observed, nests will be clearly marked and fenced off to prevent disturbance. Elements of the new structure will potentially be accessible to nesting birds, therefore provision to prevent nesting birds will be made. The use of a sparrow hawk during initial construction works provided an effect and humane bird deterrent device and will be employed on site during bird nesting season.



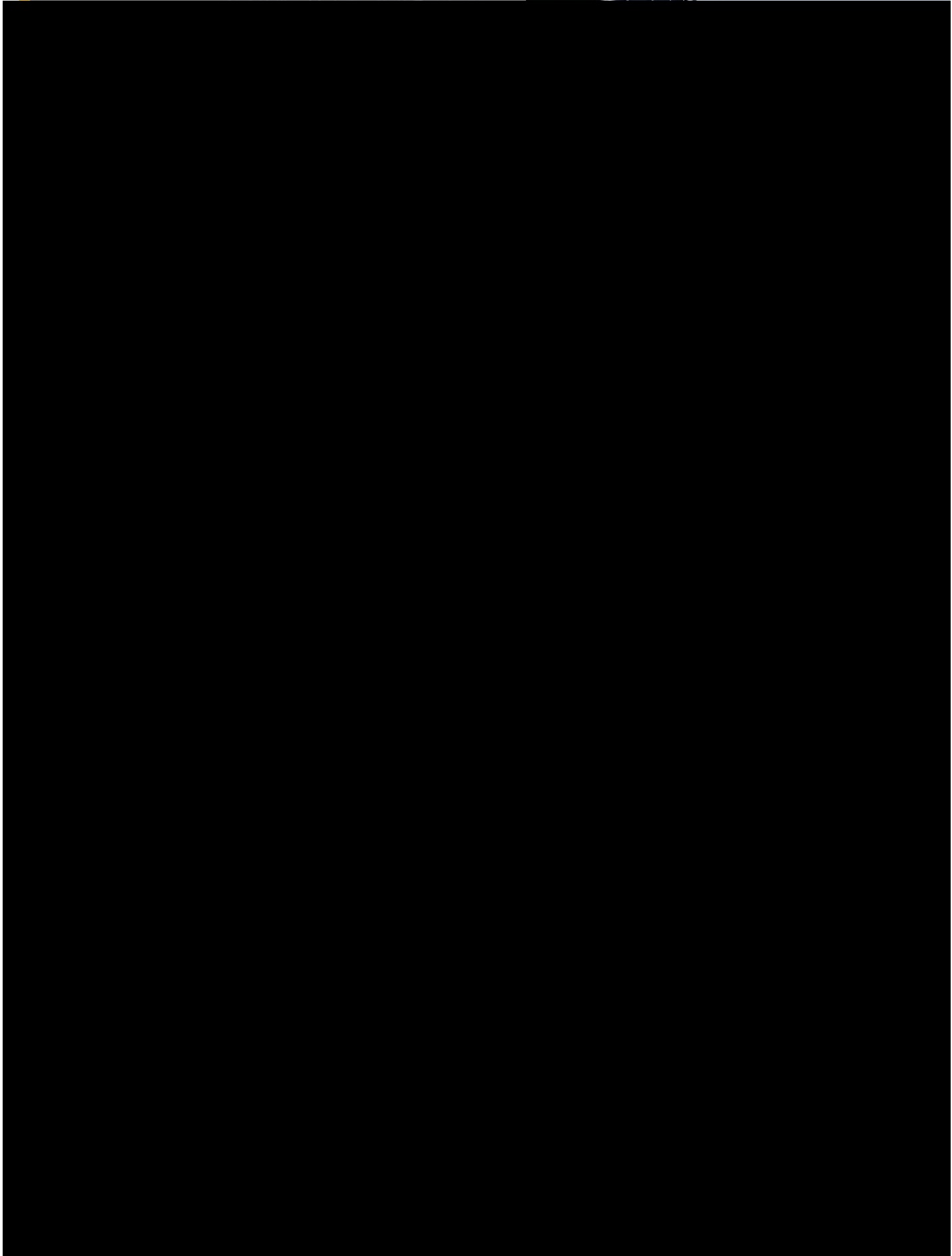
2.2.1 Project Programme



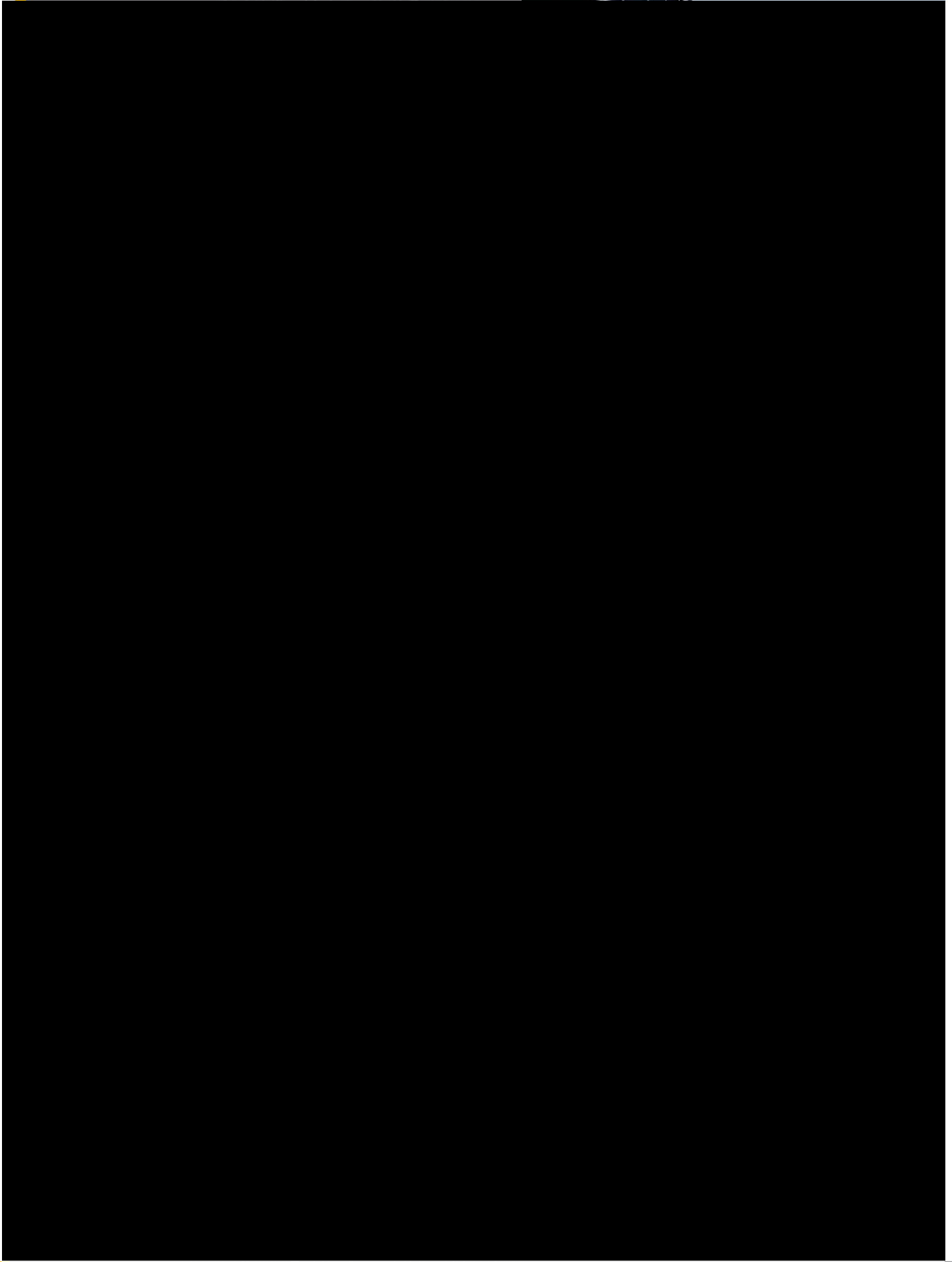
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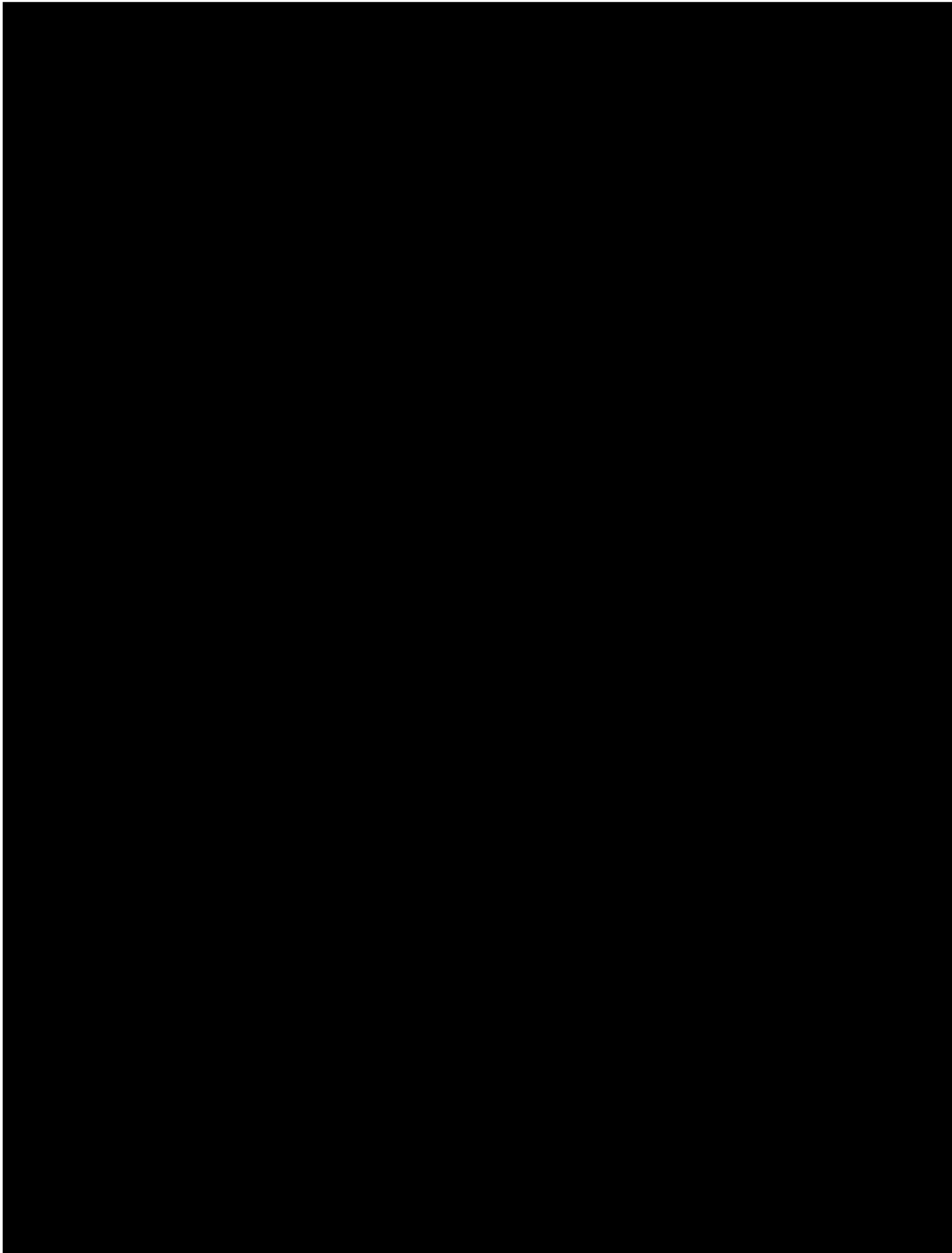
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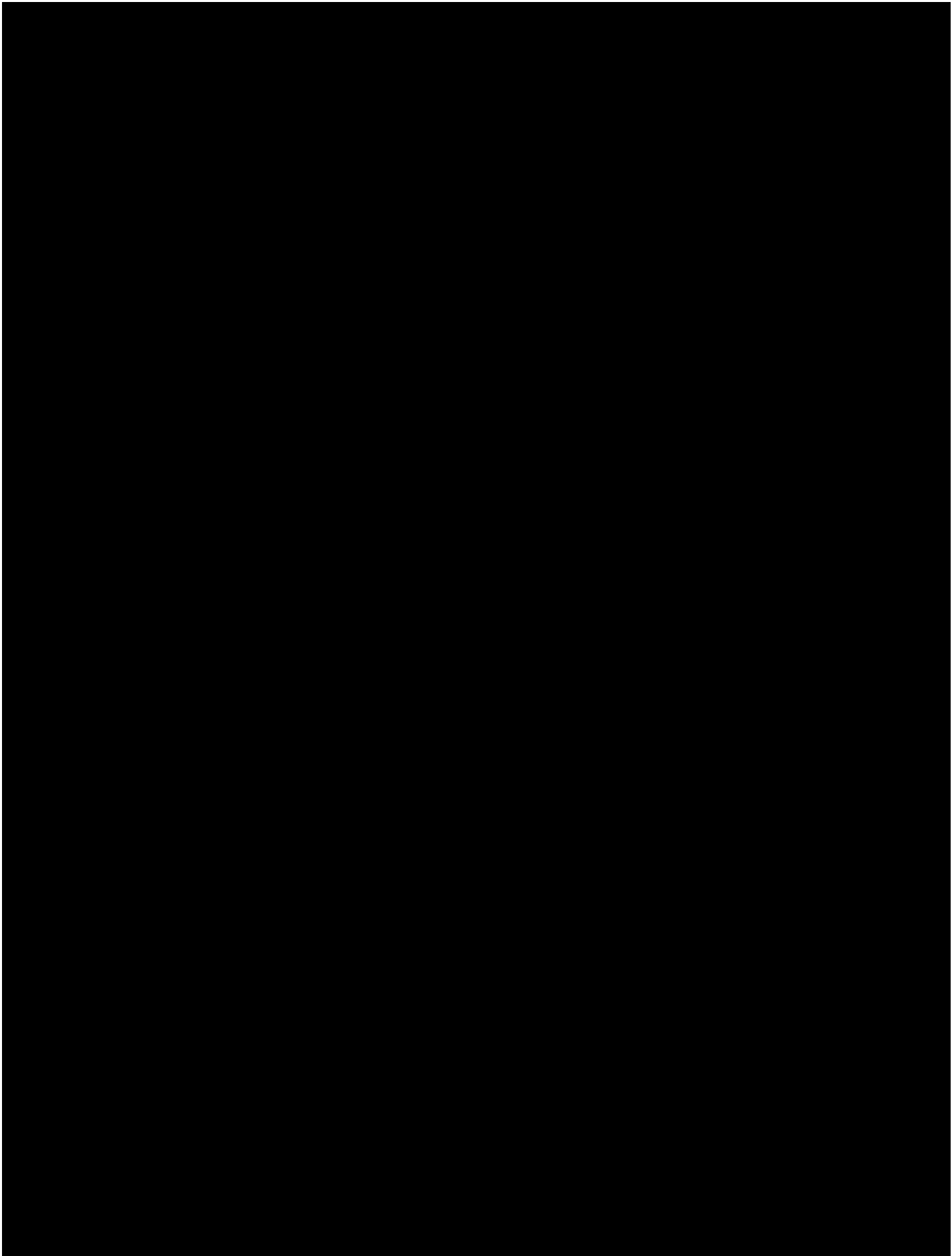
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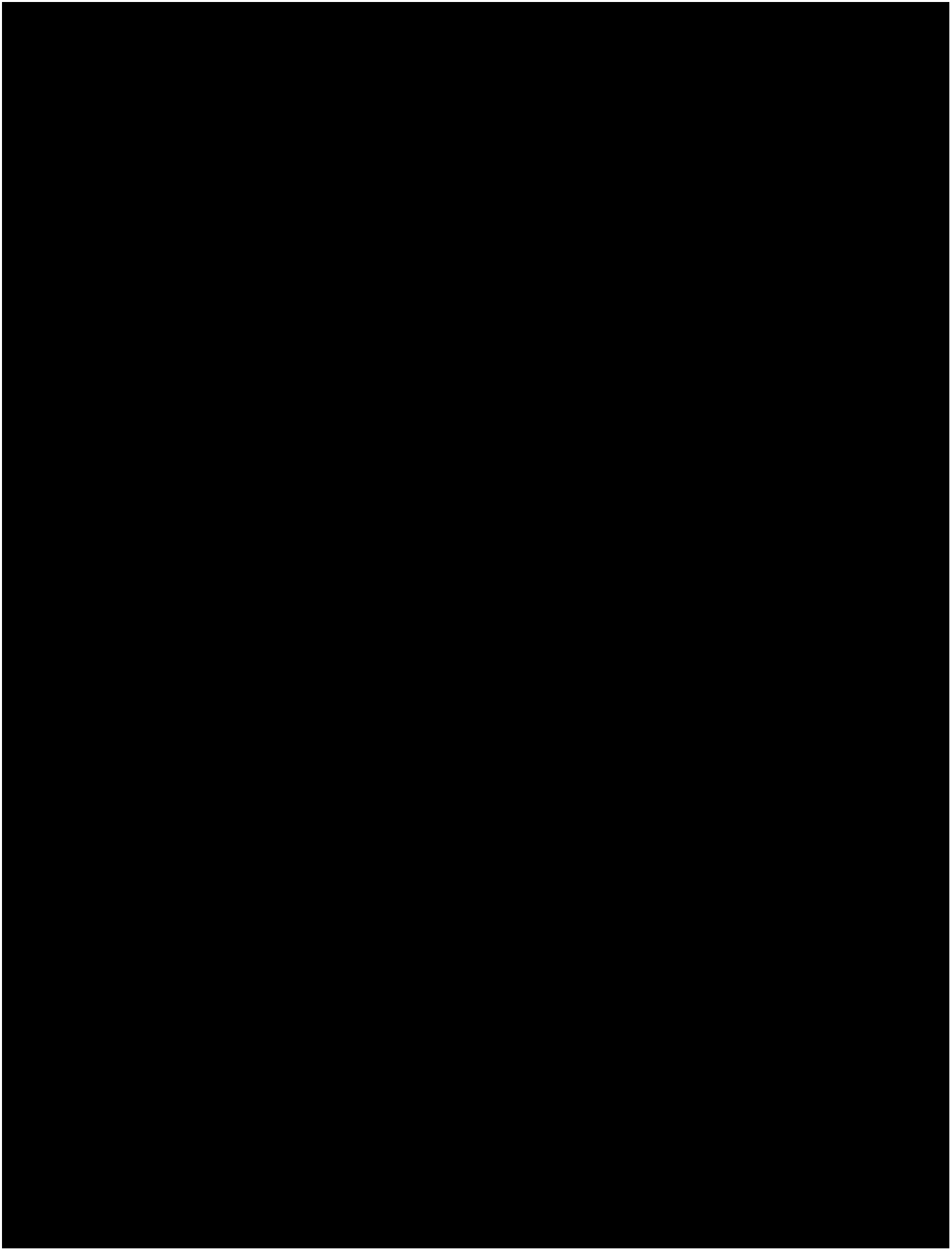
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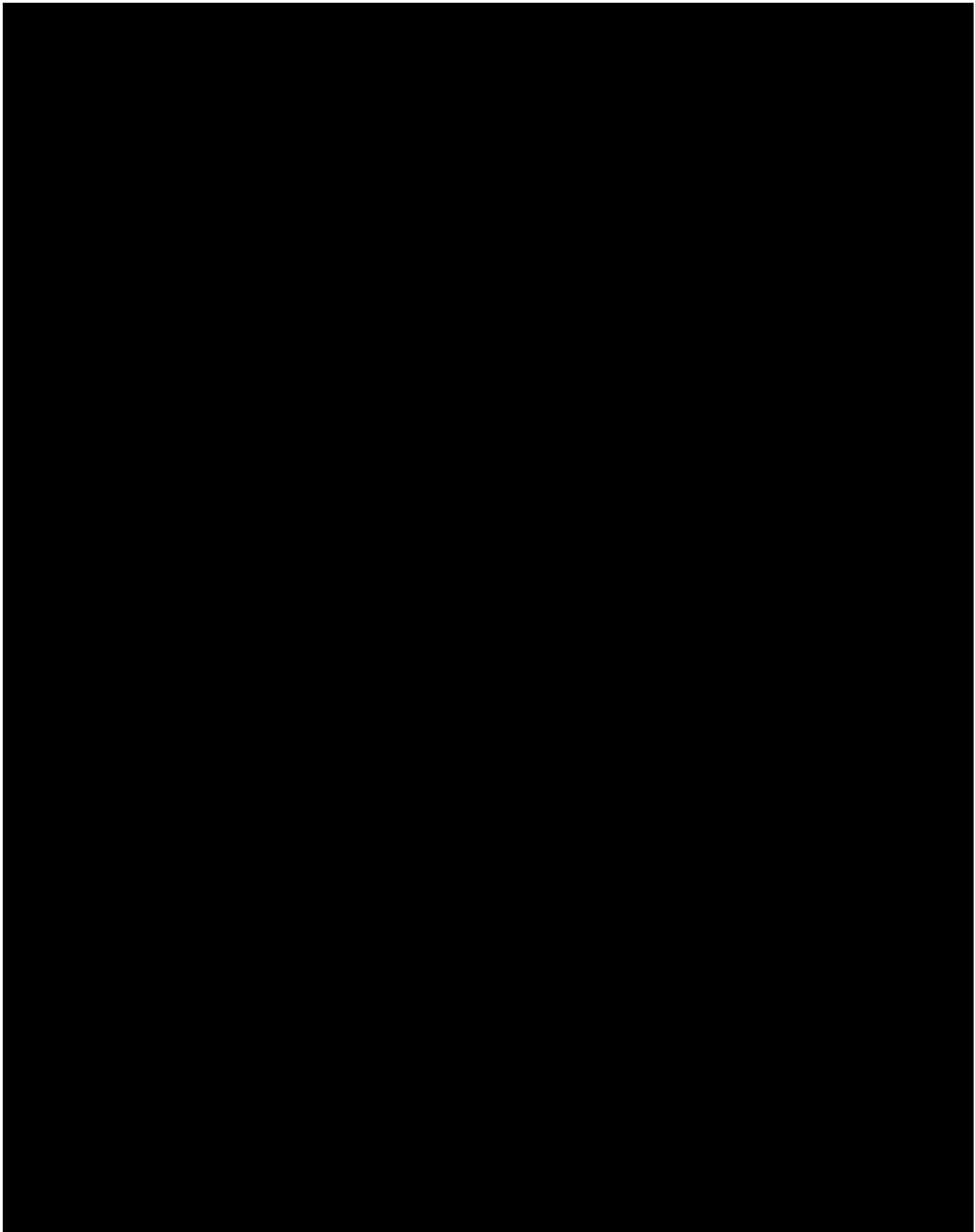
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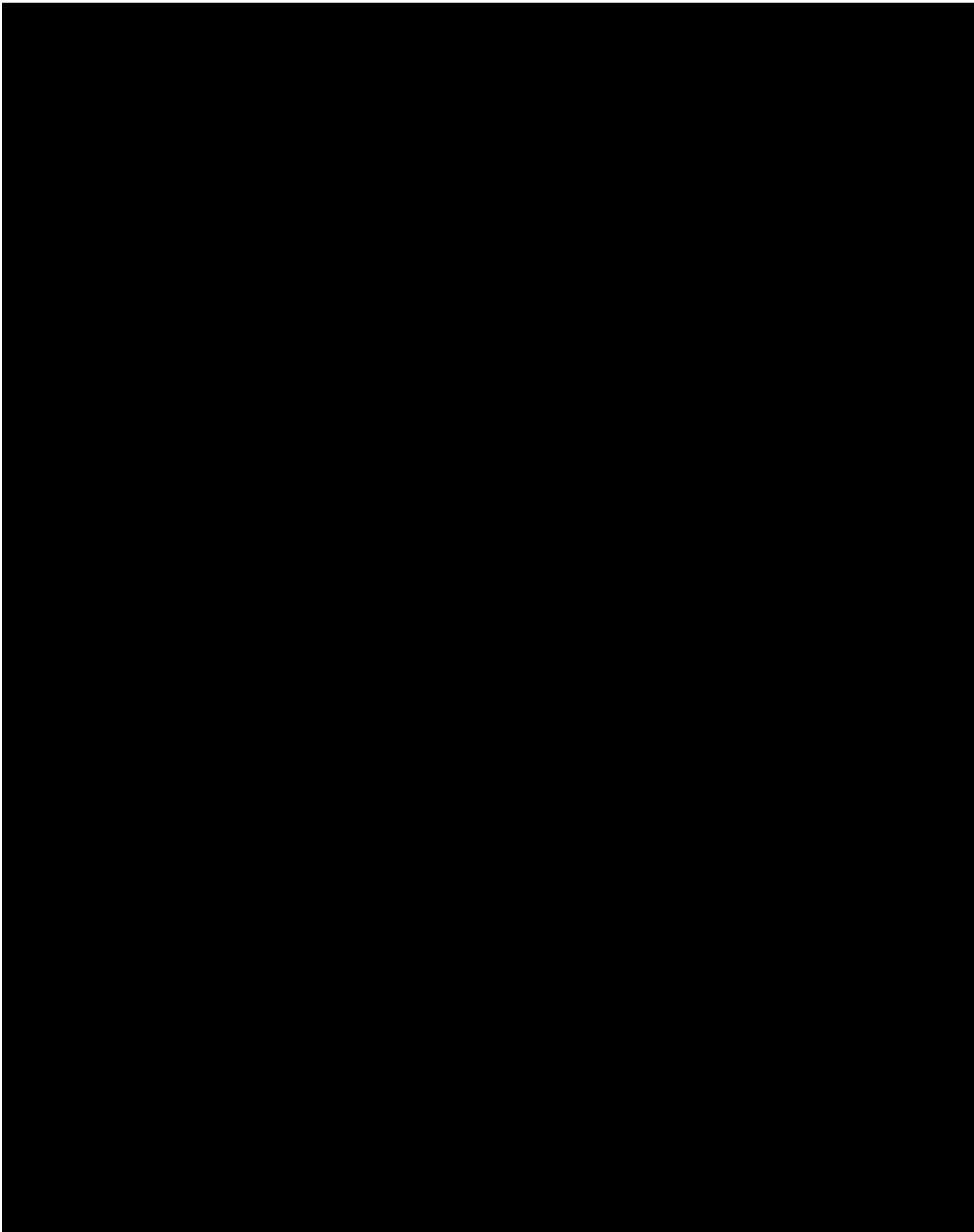
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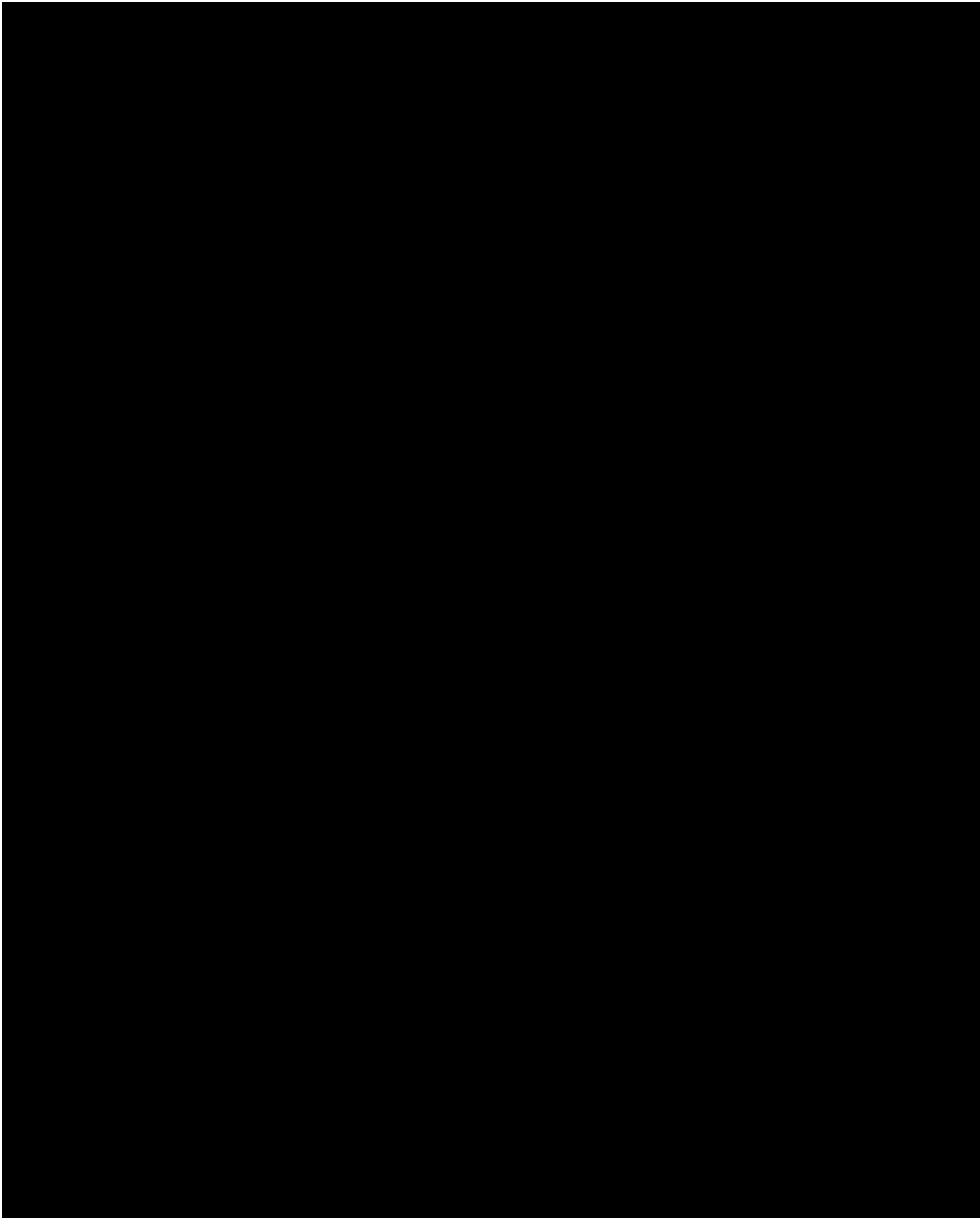
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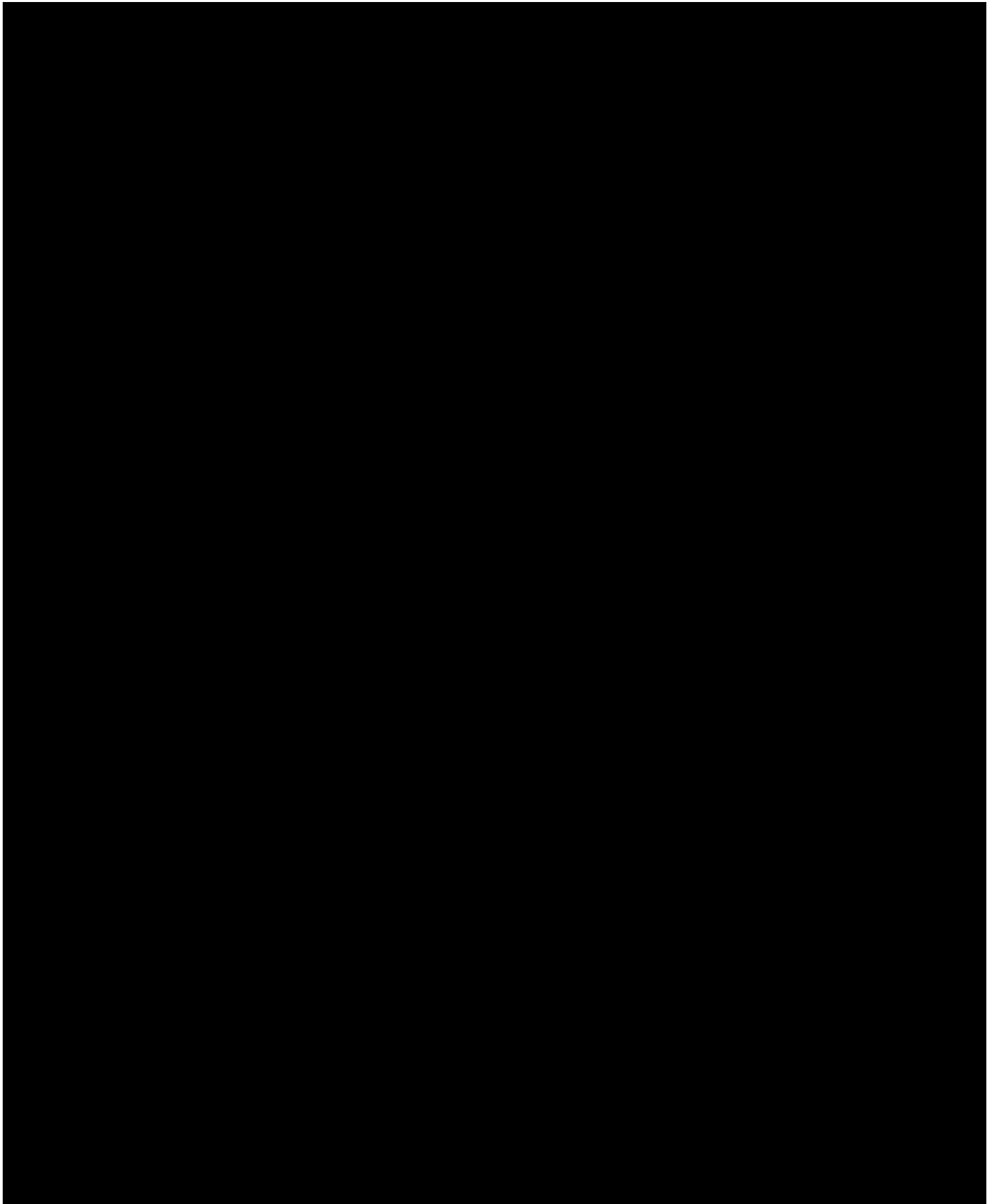
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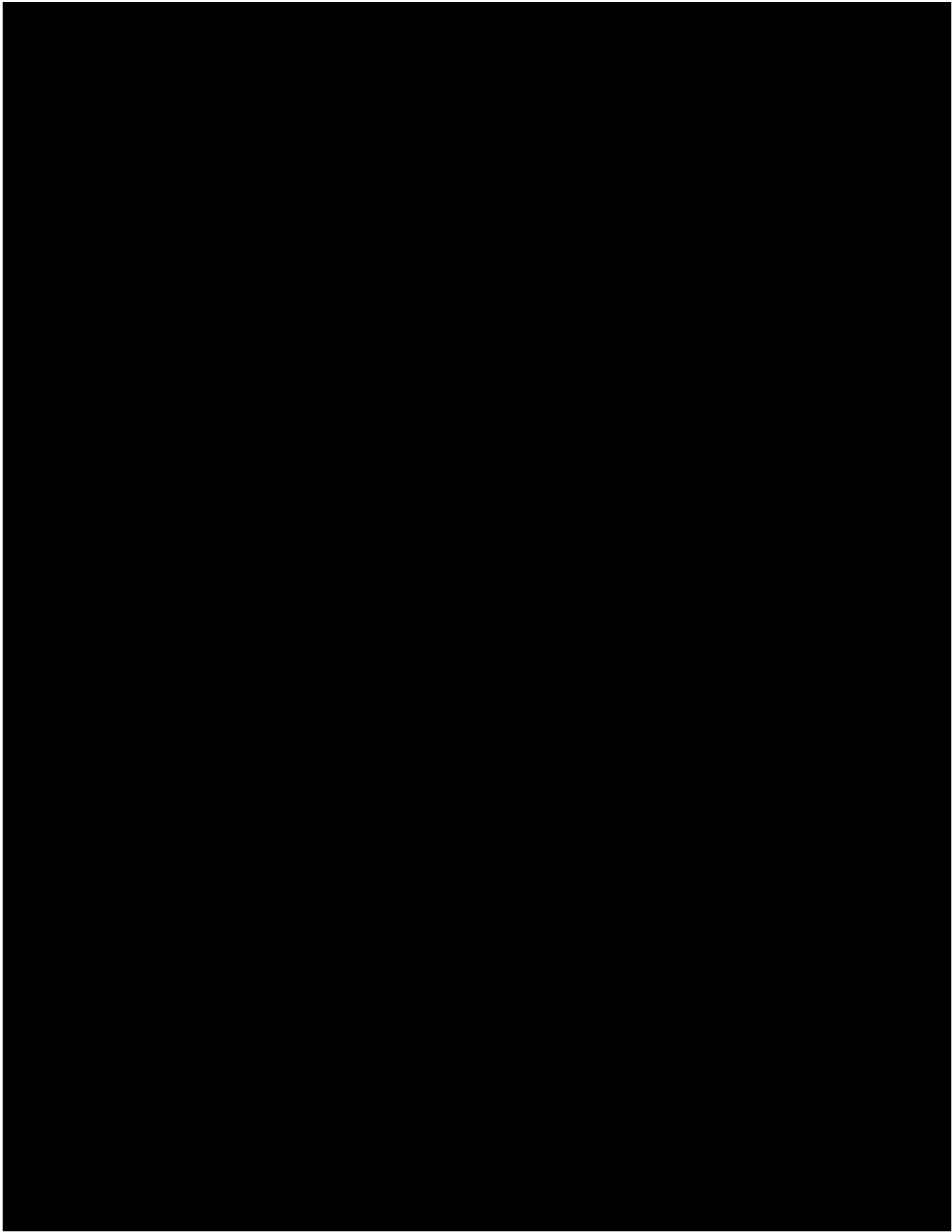
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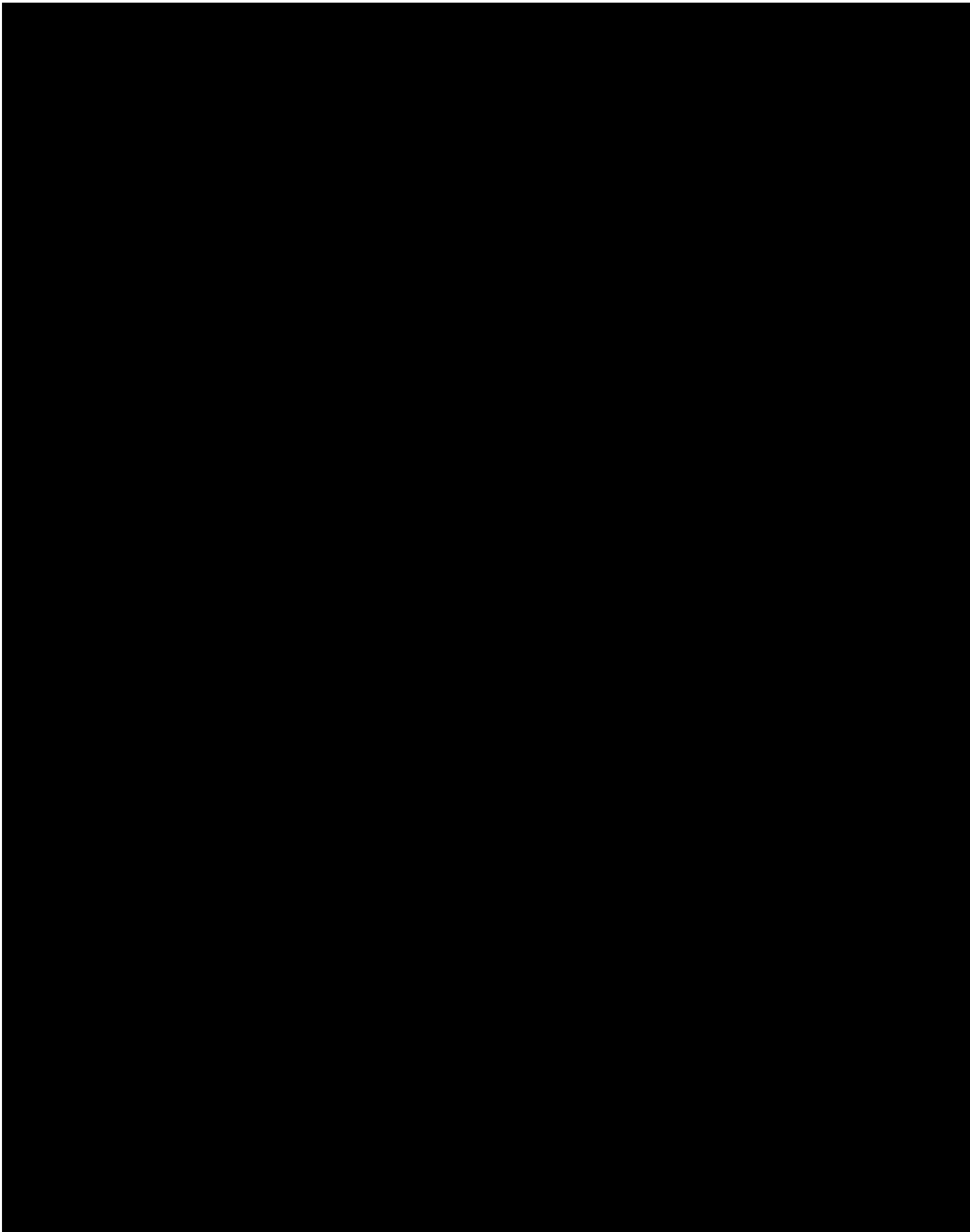
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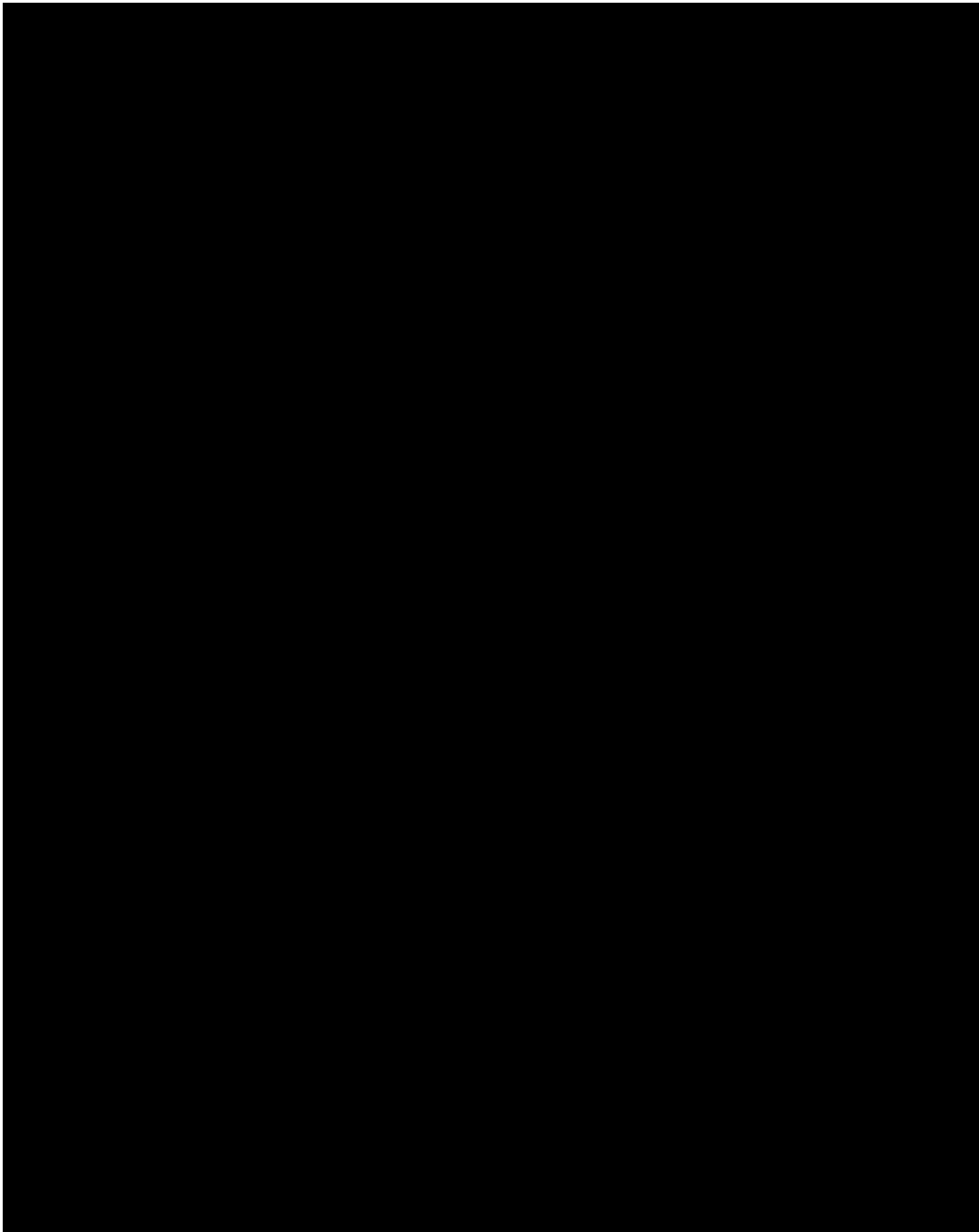
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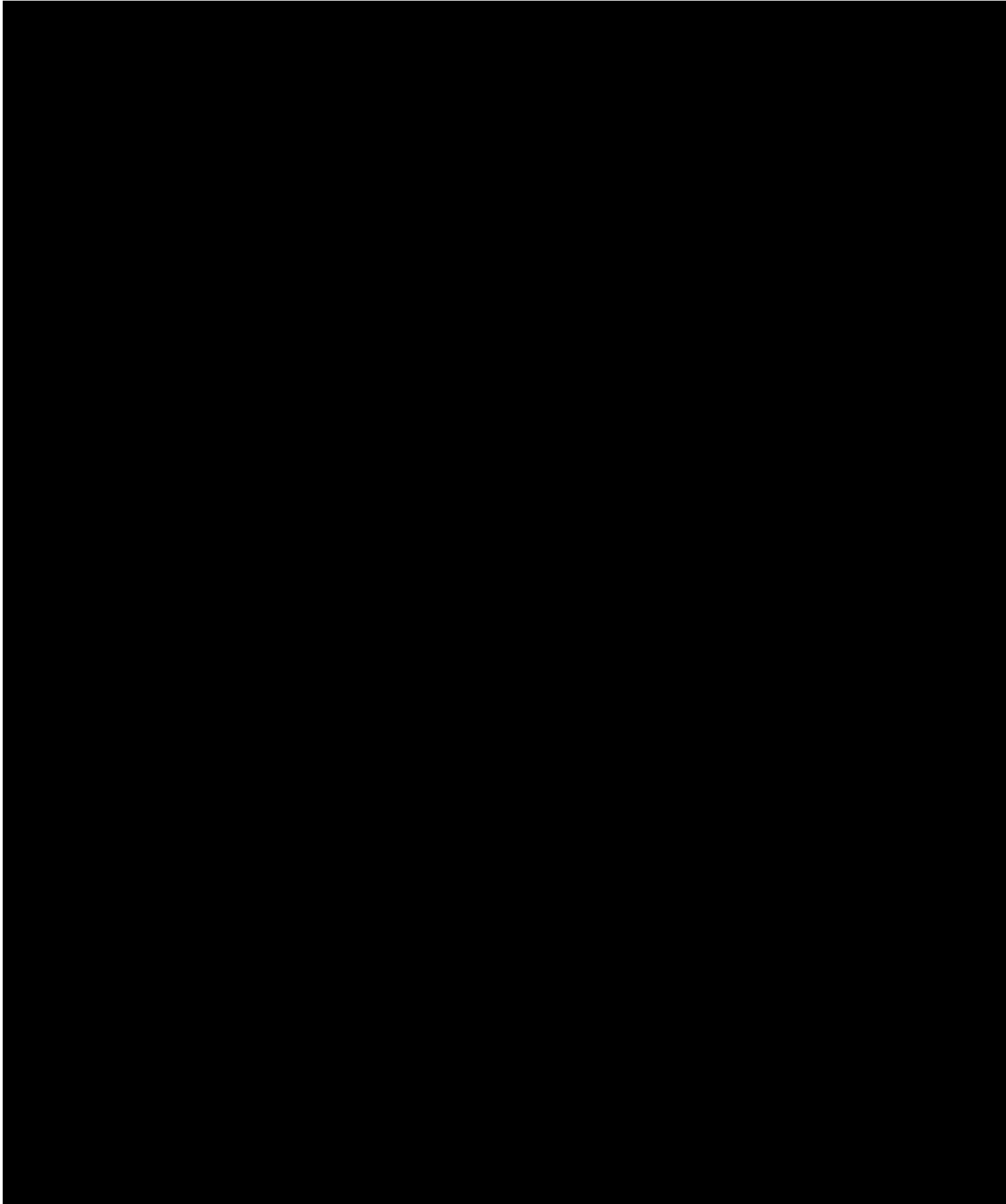


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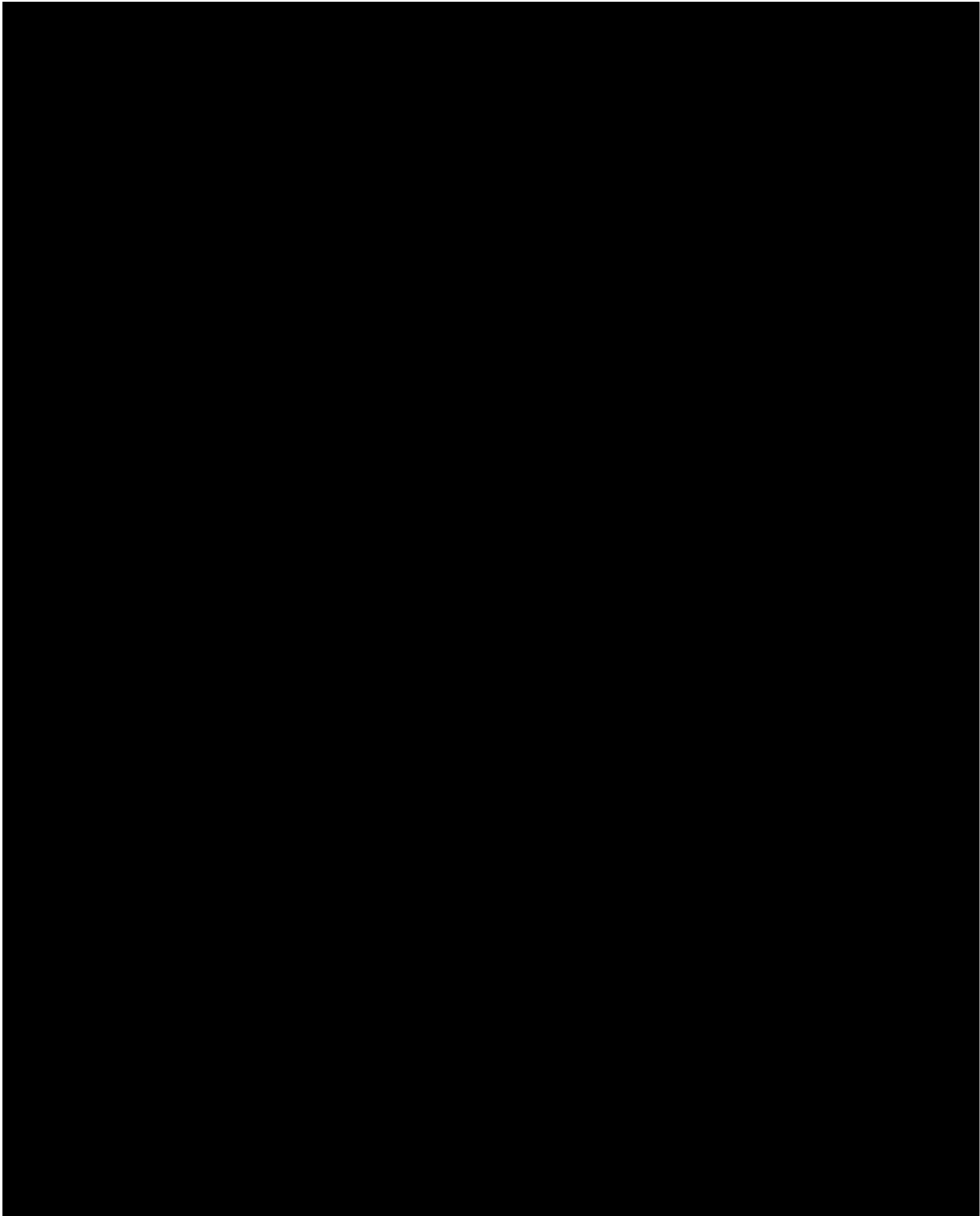
2.2.2 Method Statement



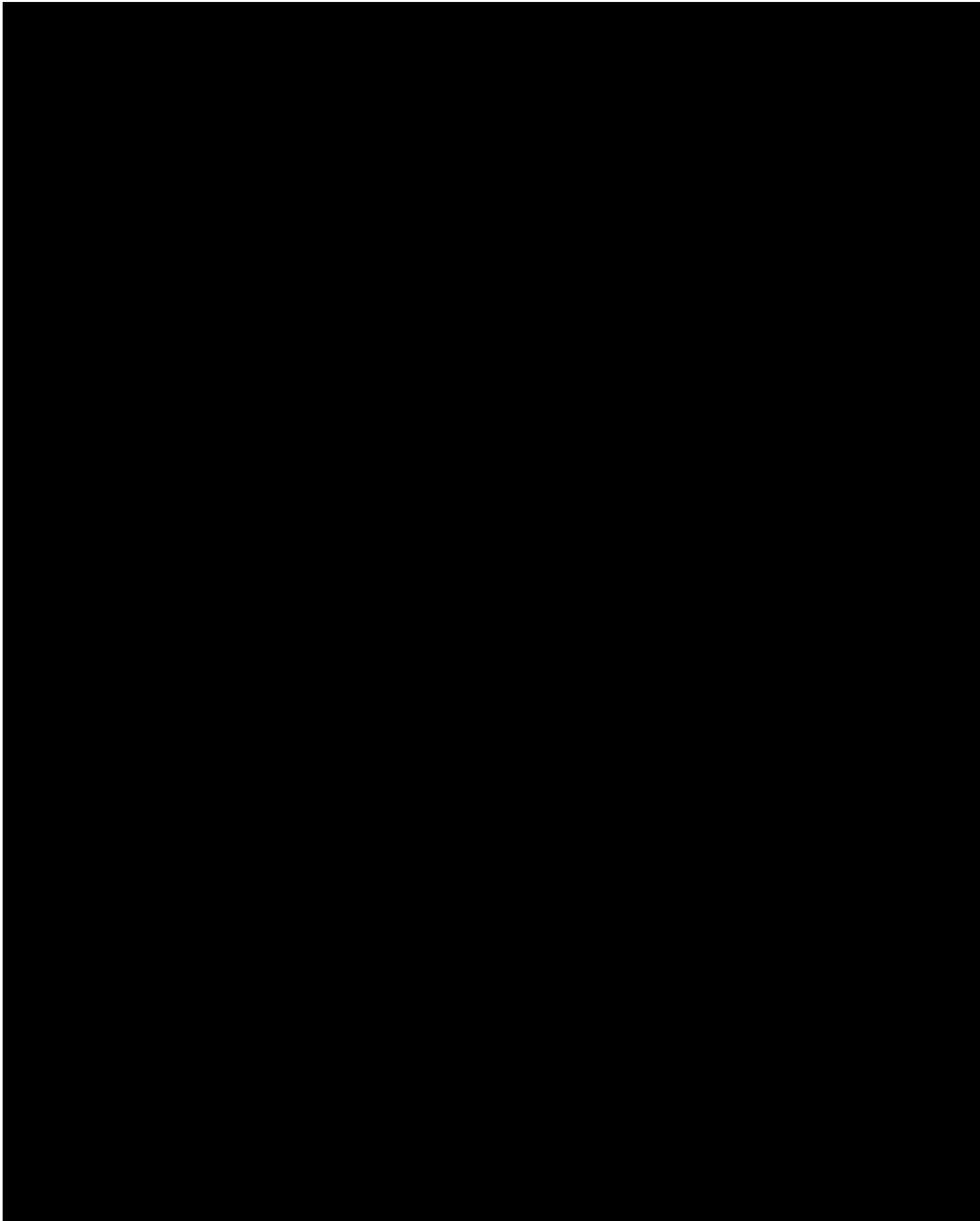
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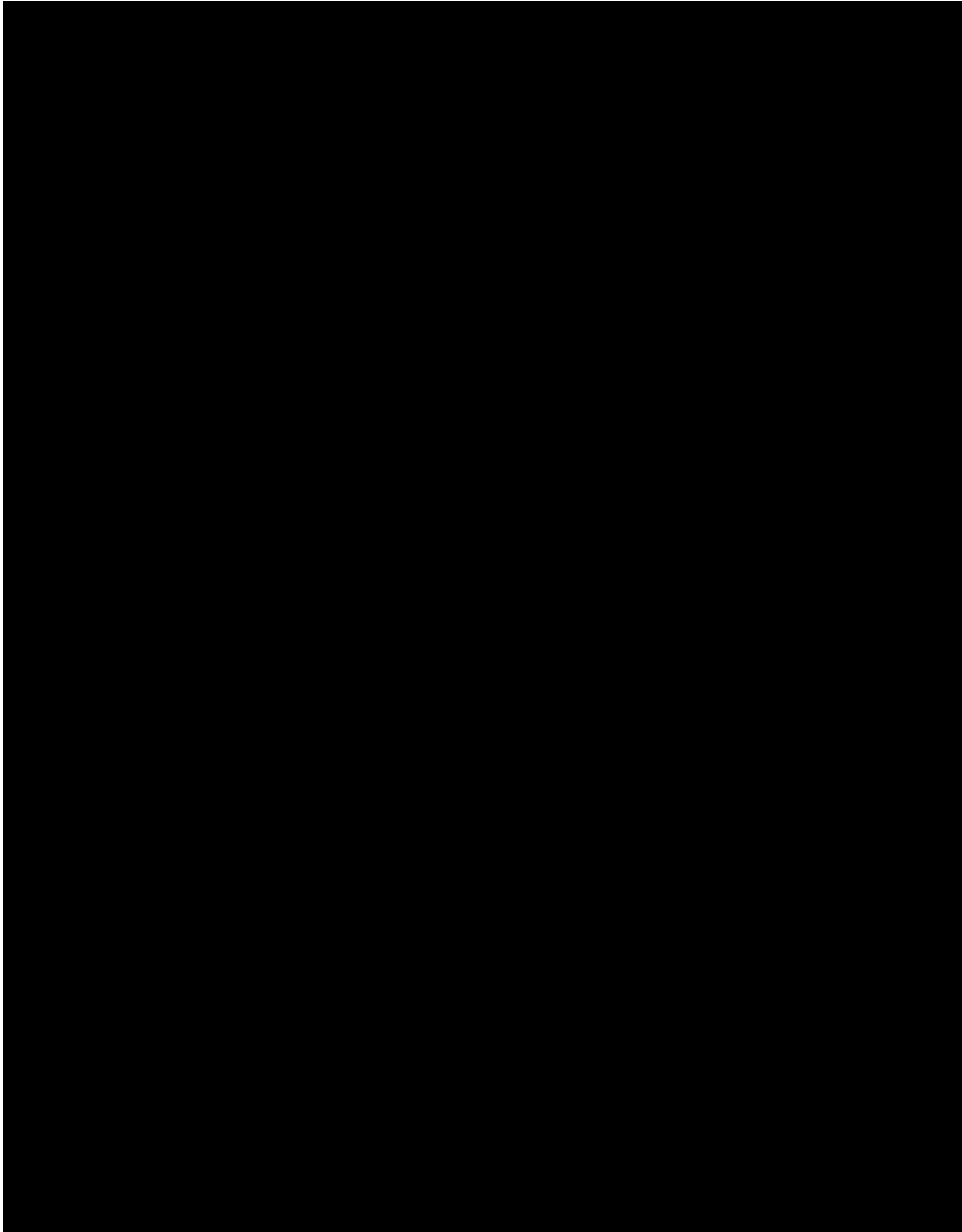
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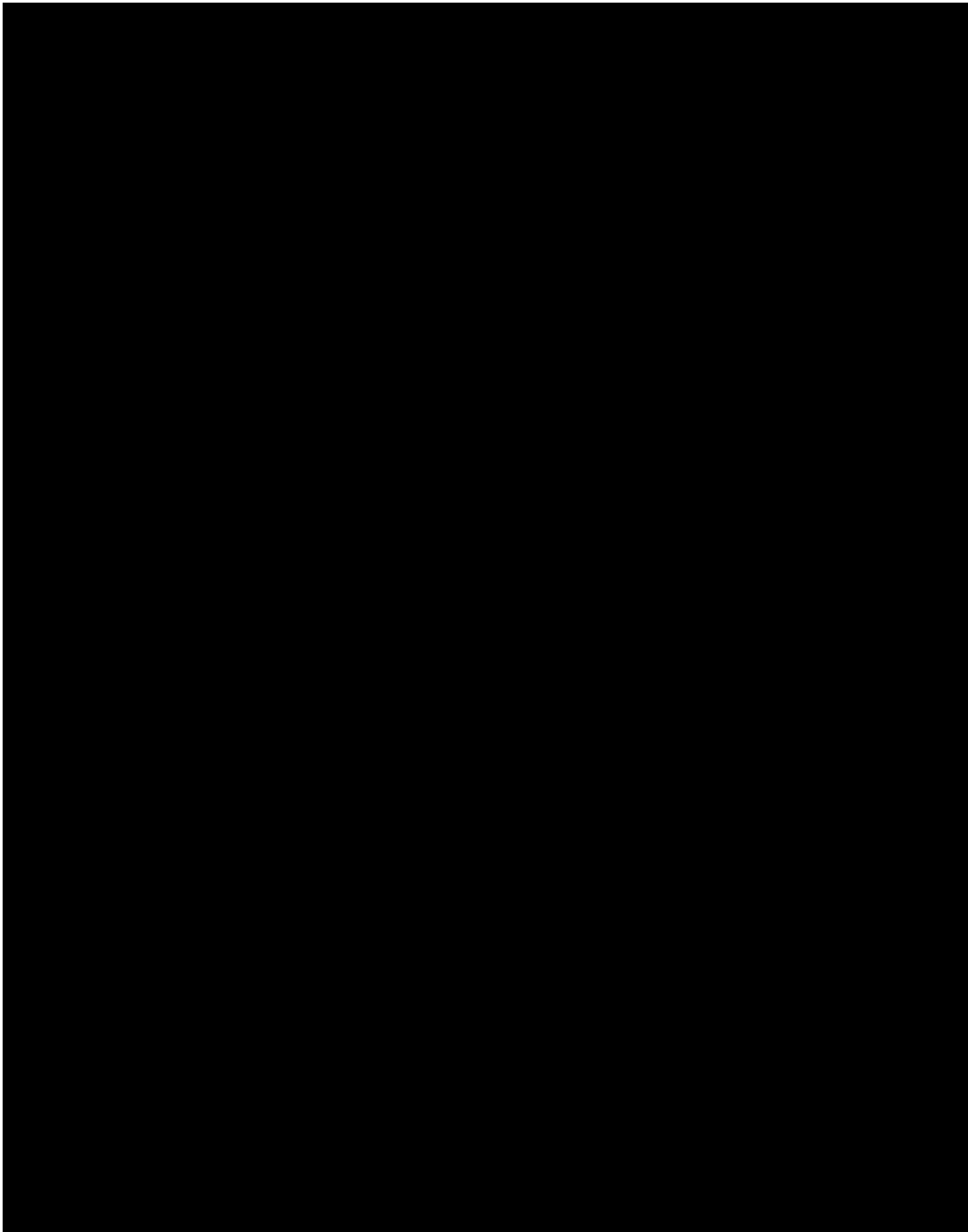
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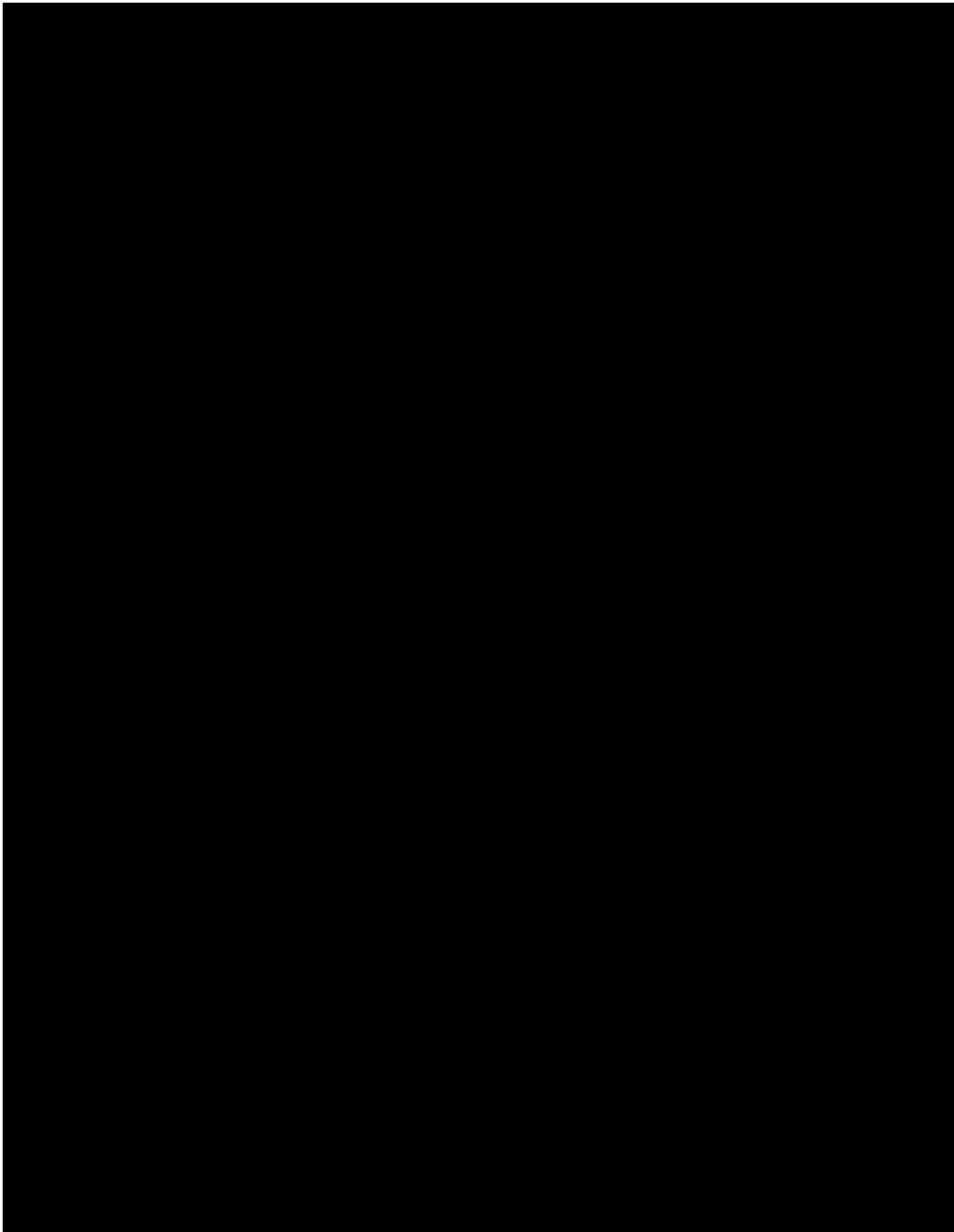
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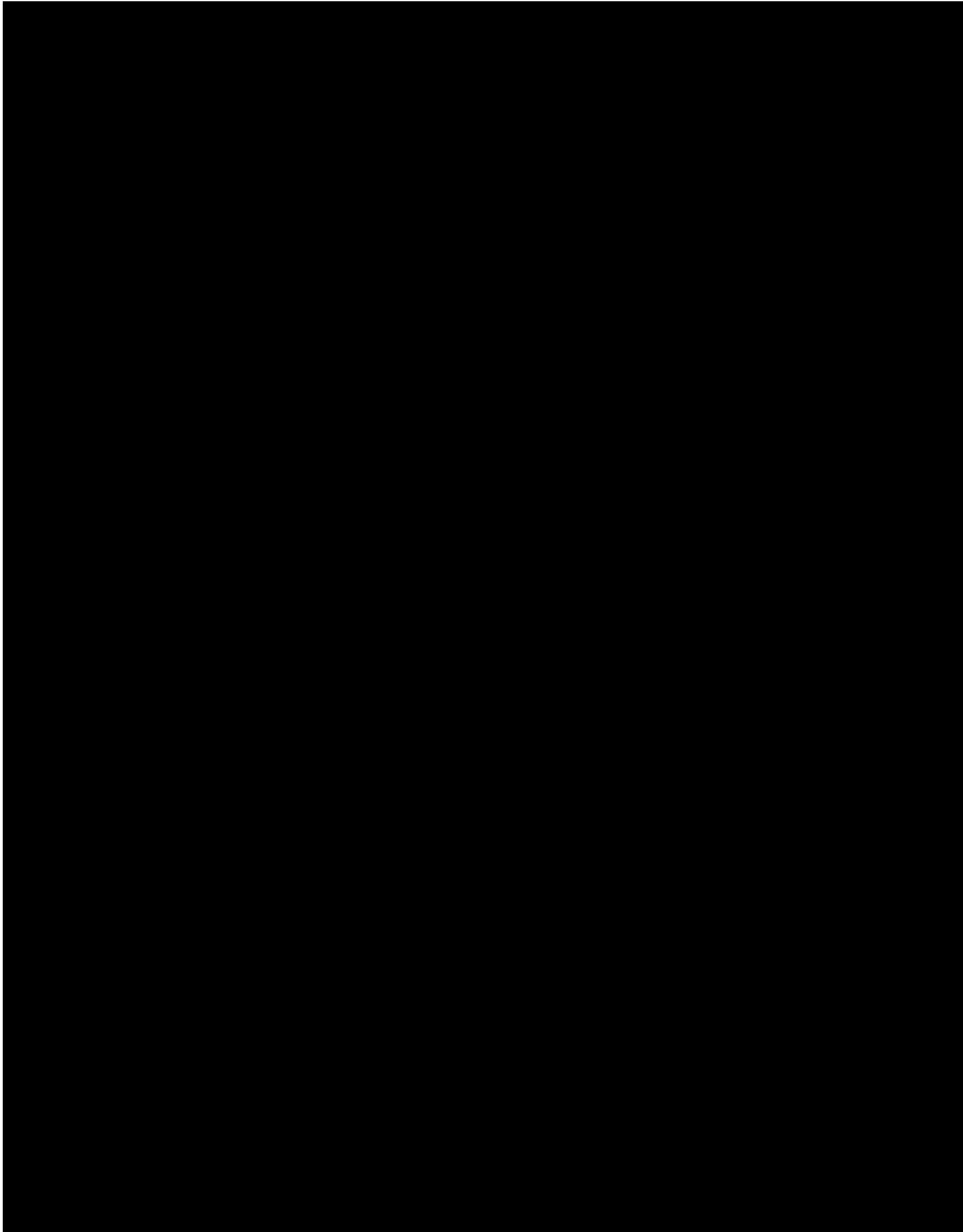
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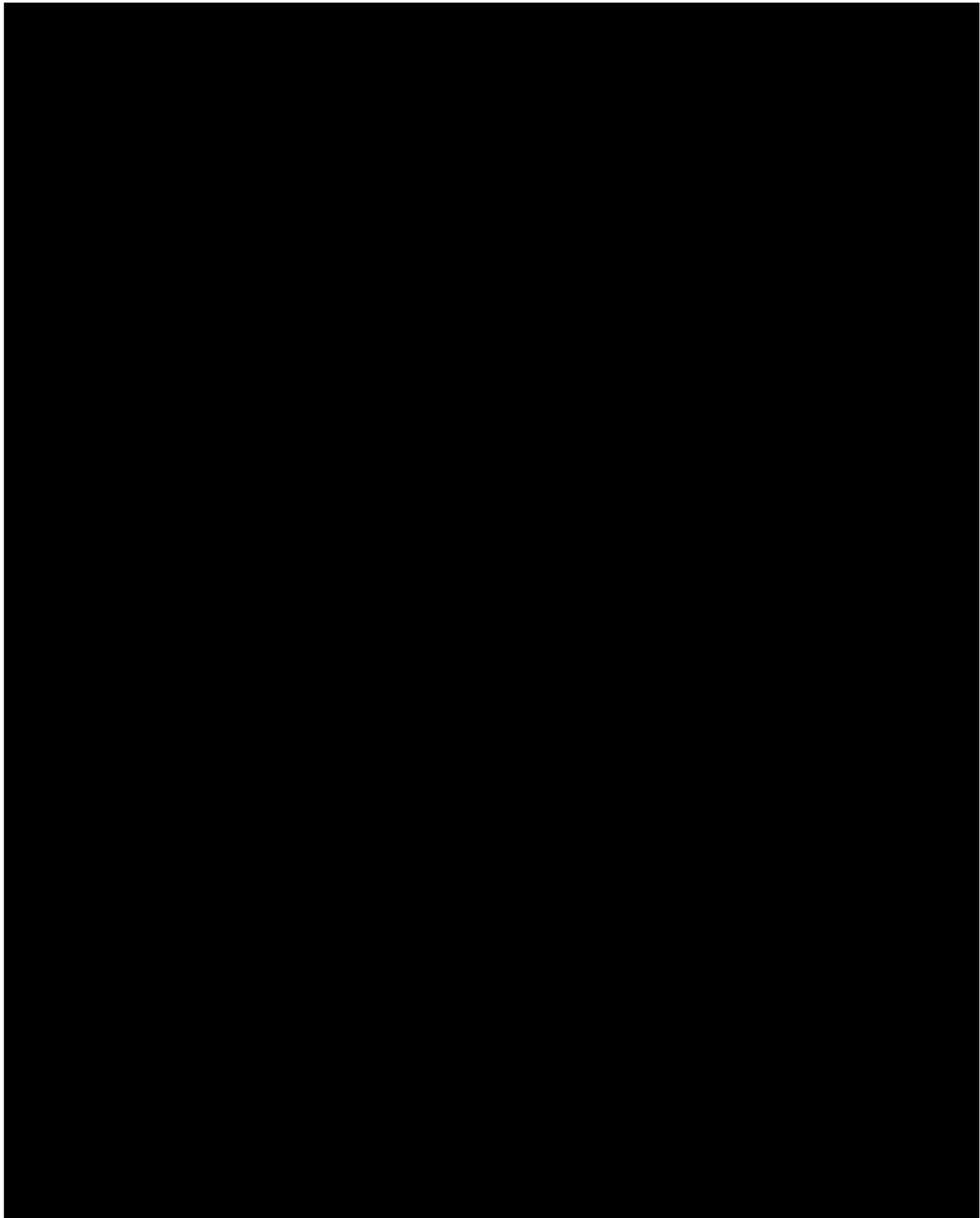
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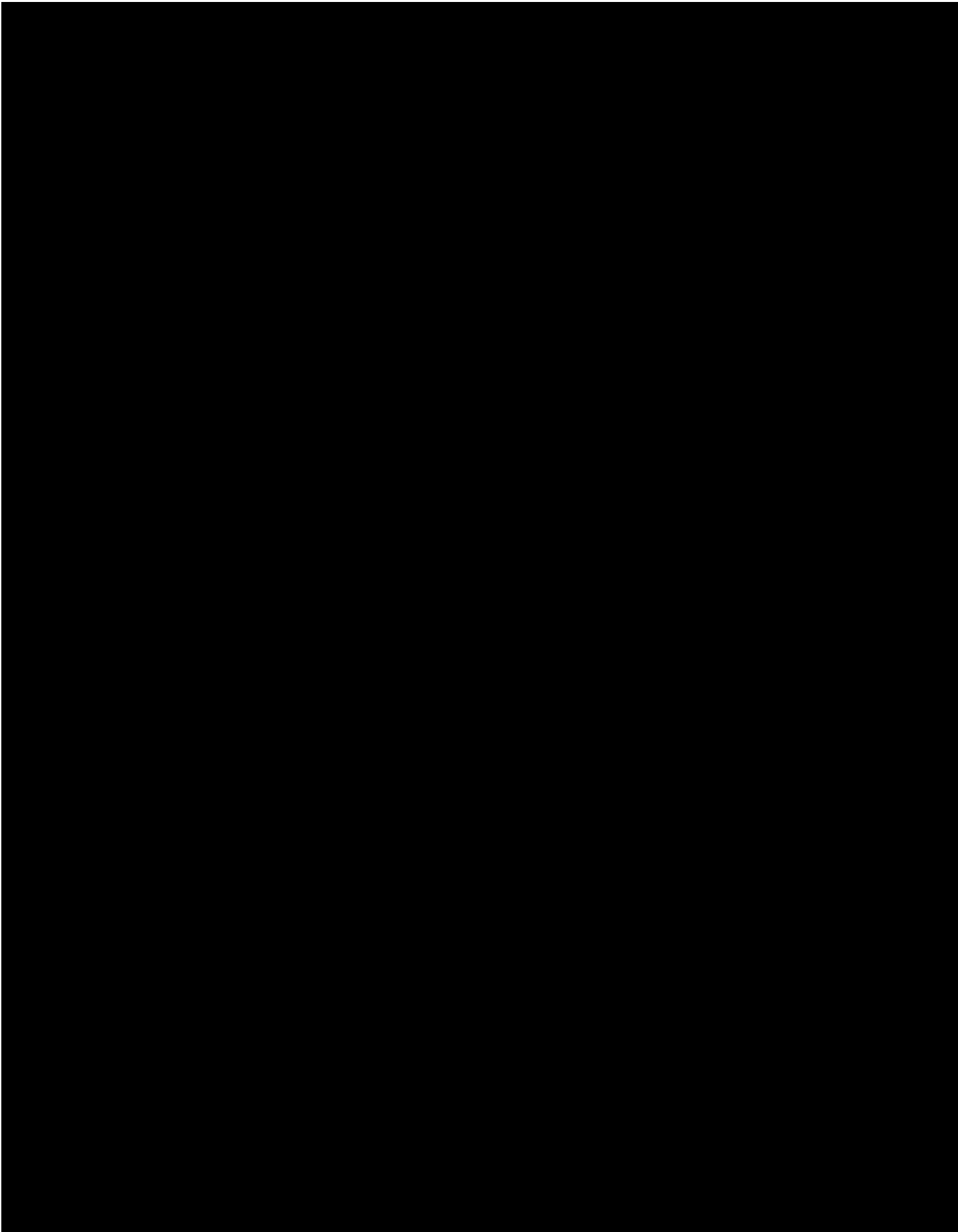
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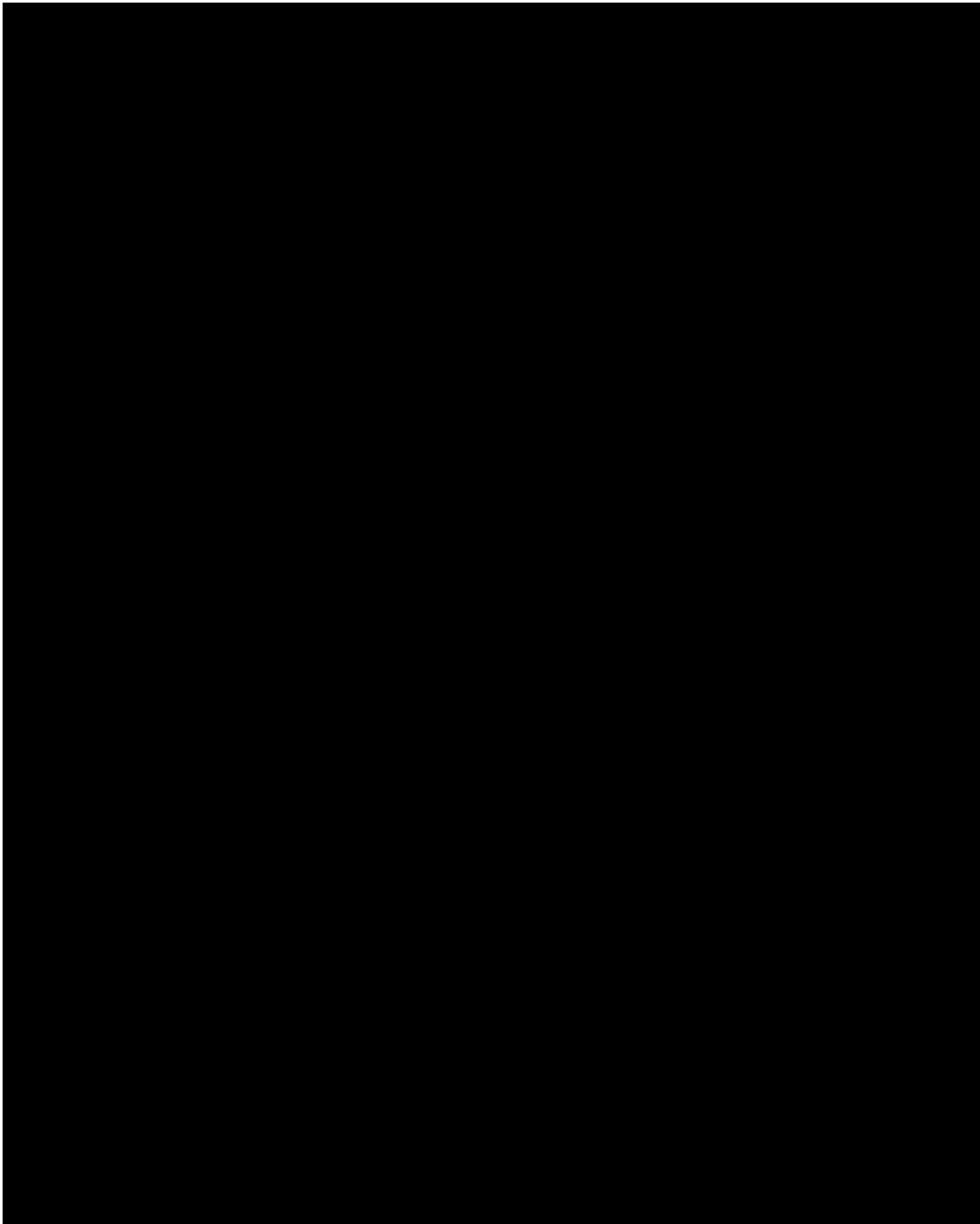
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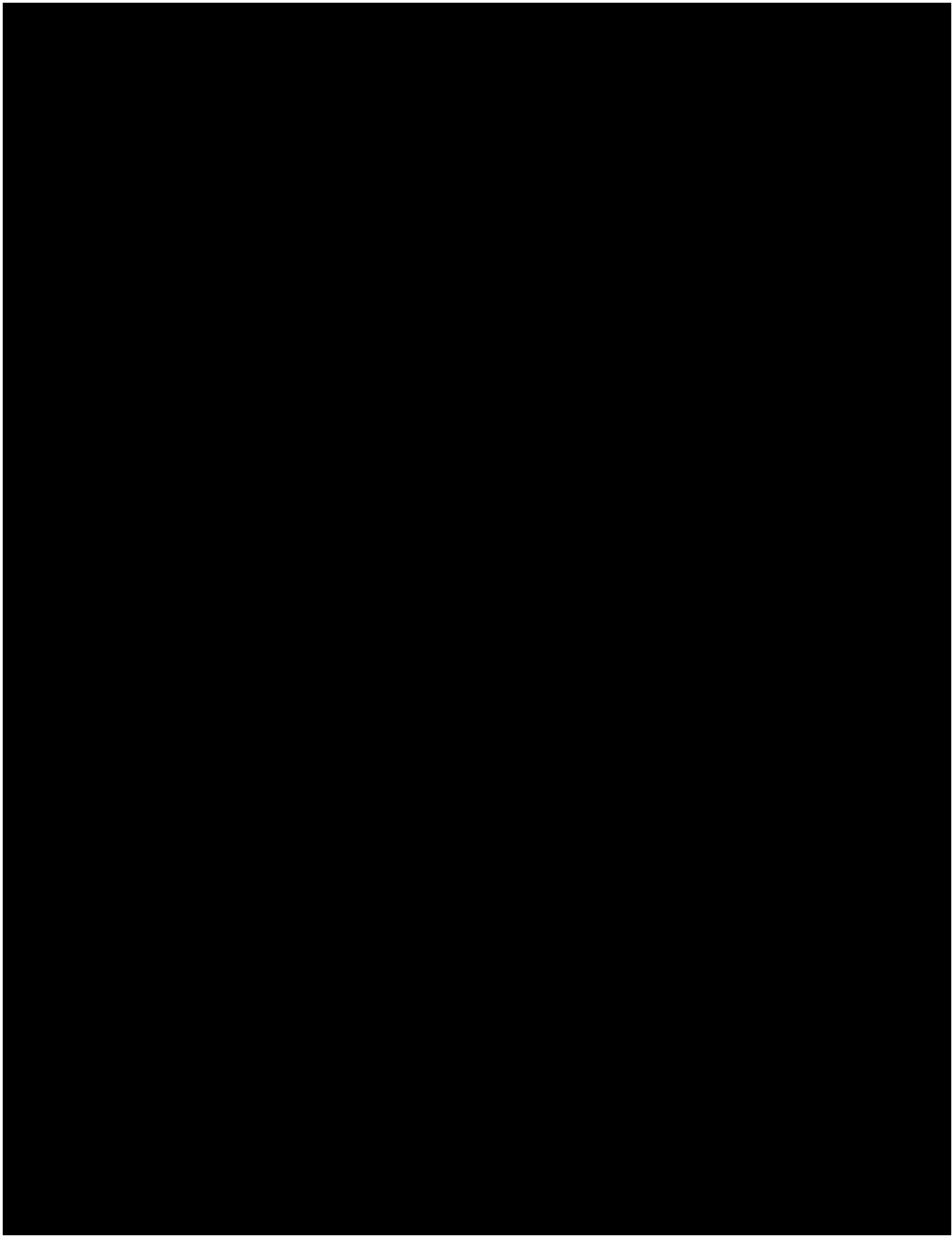
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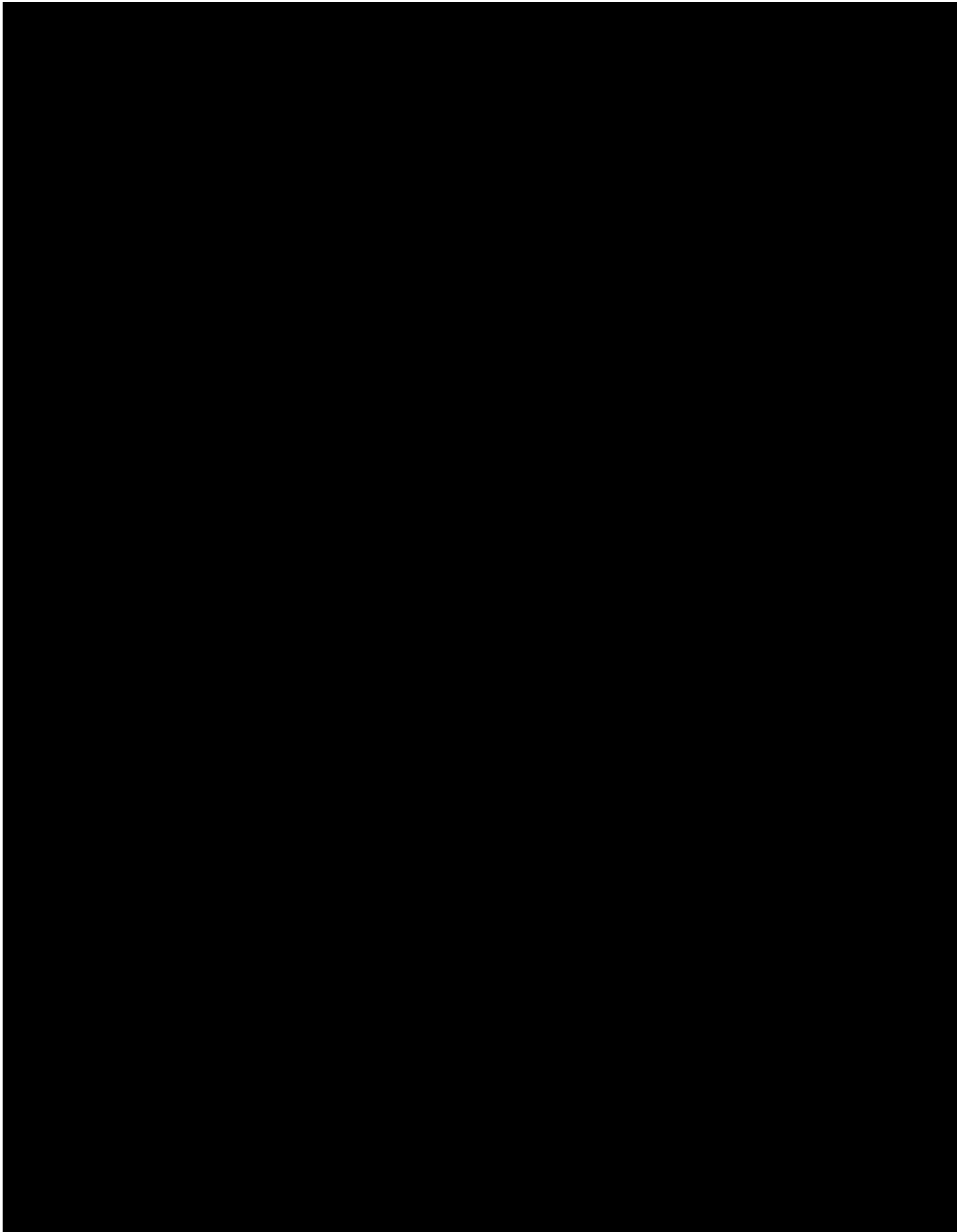
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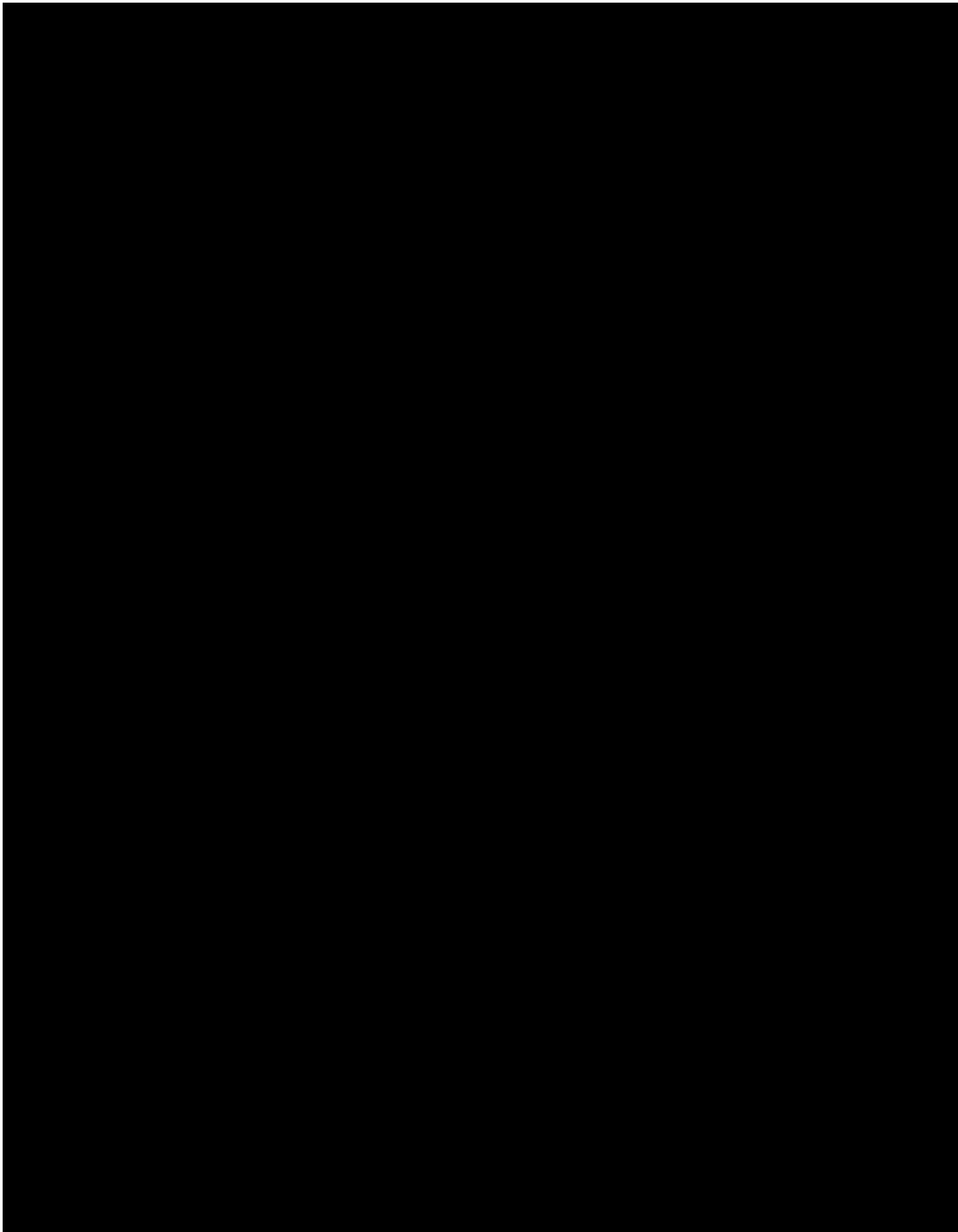
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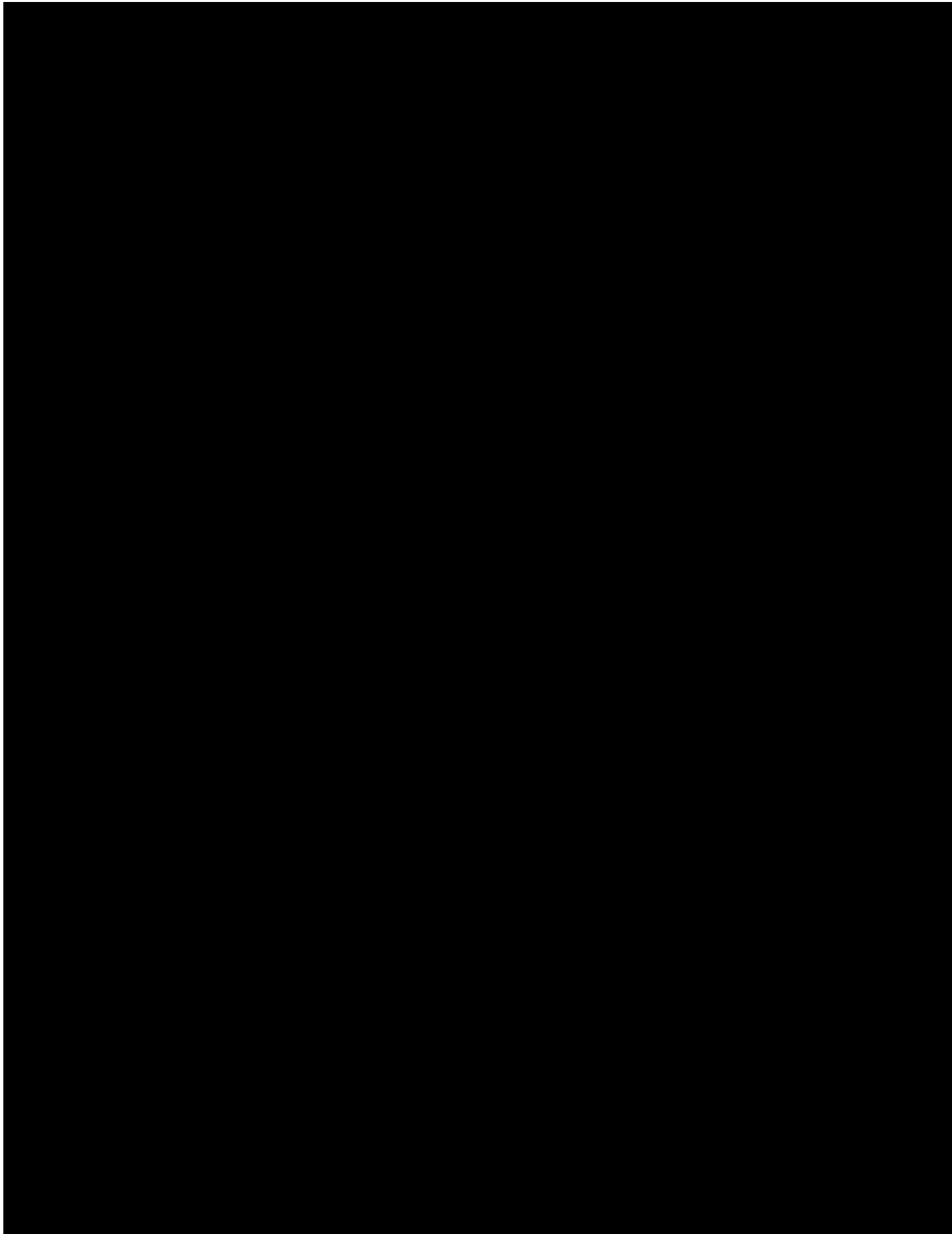
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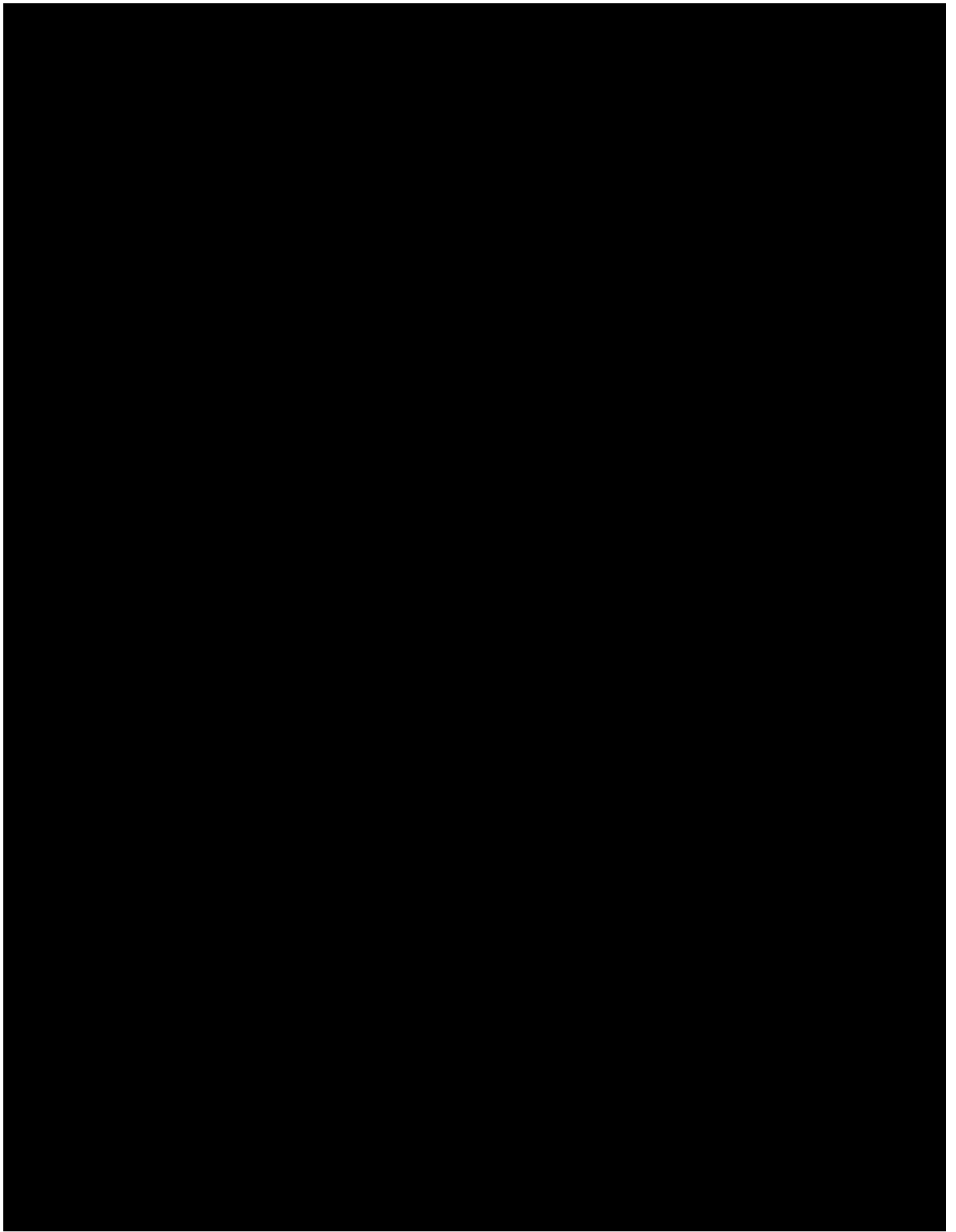
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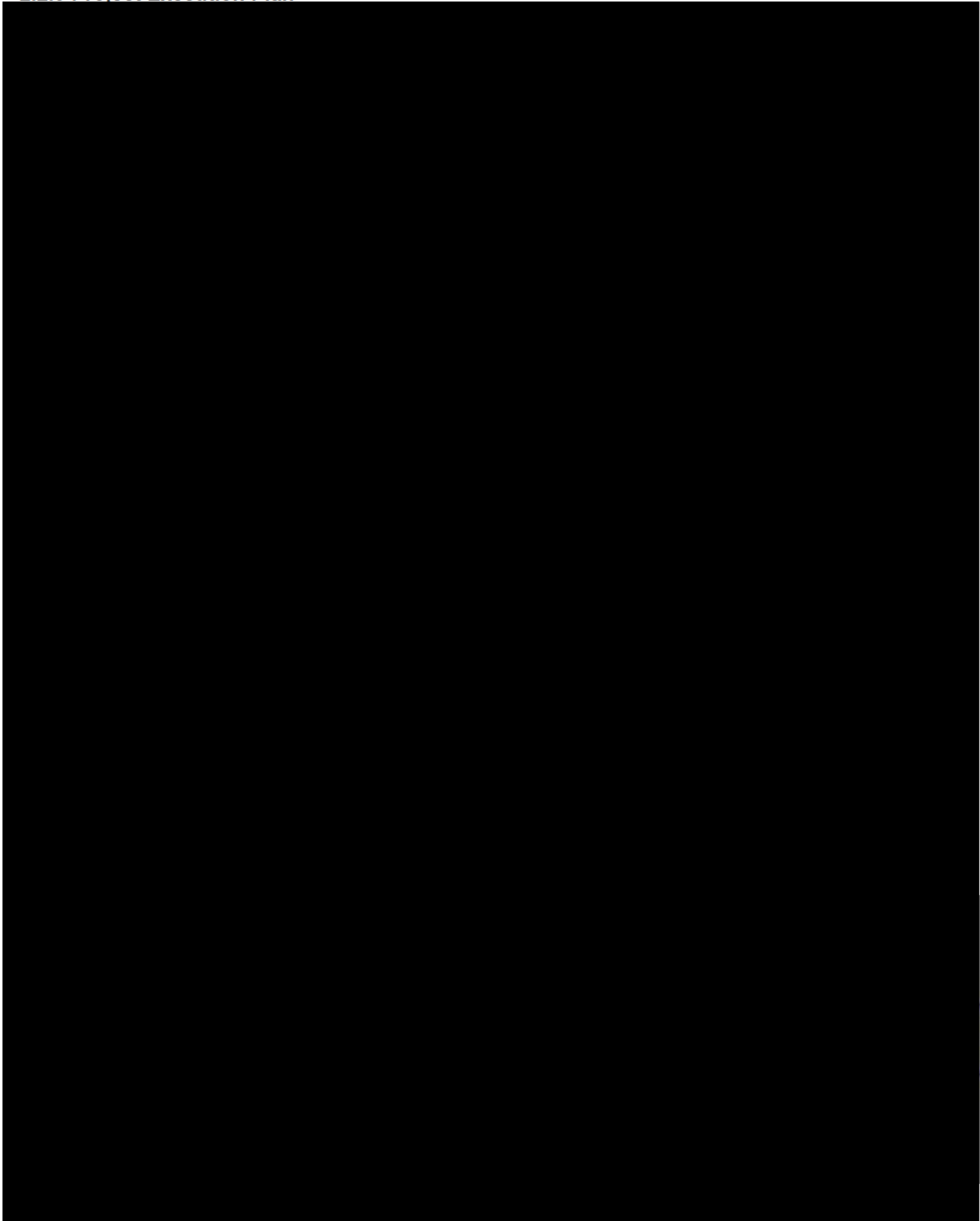


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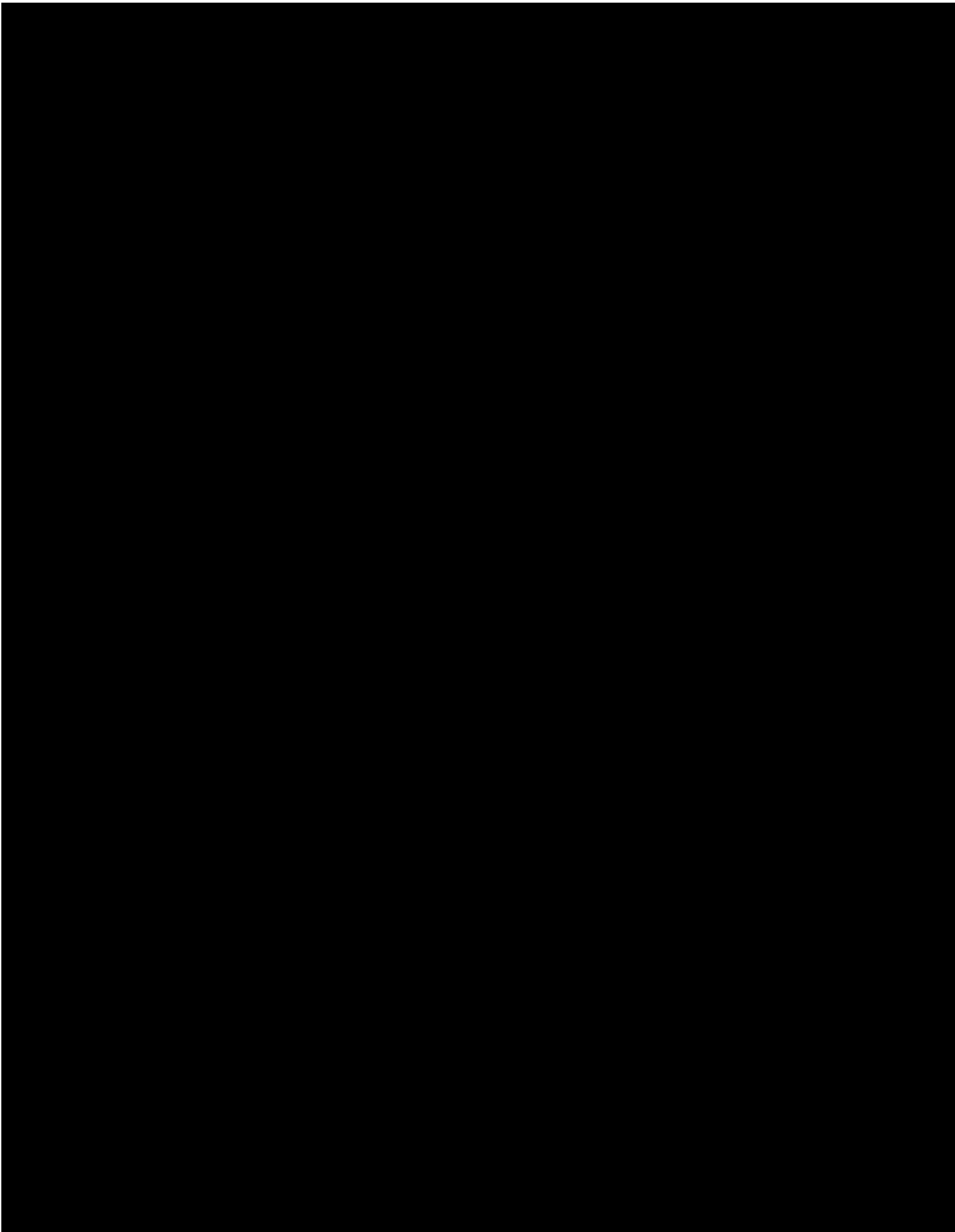




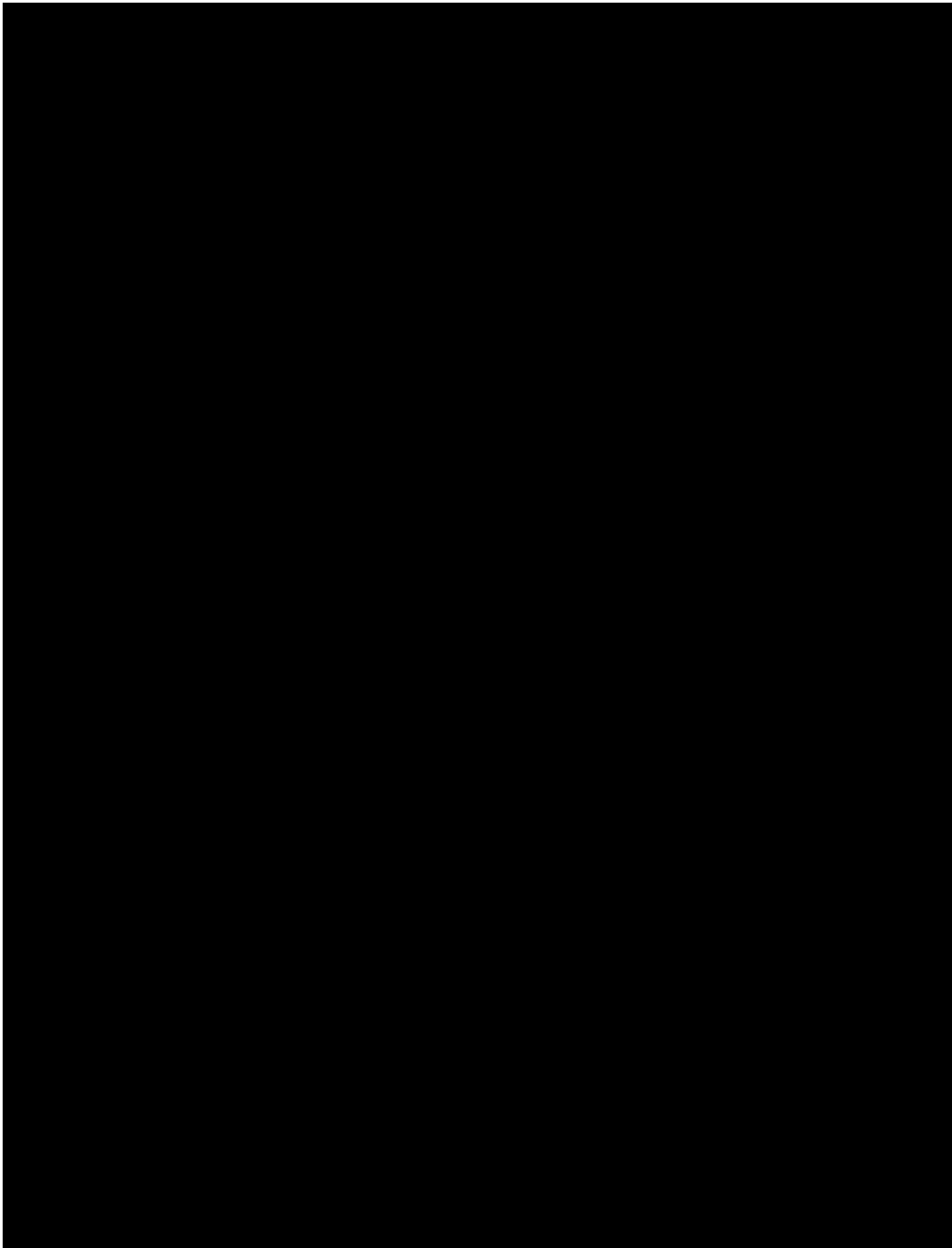
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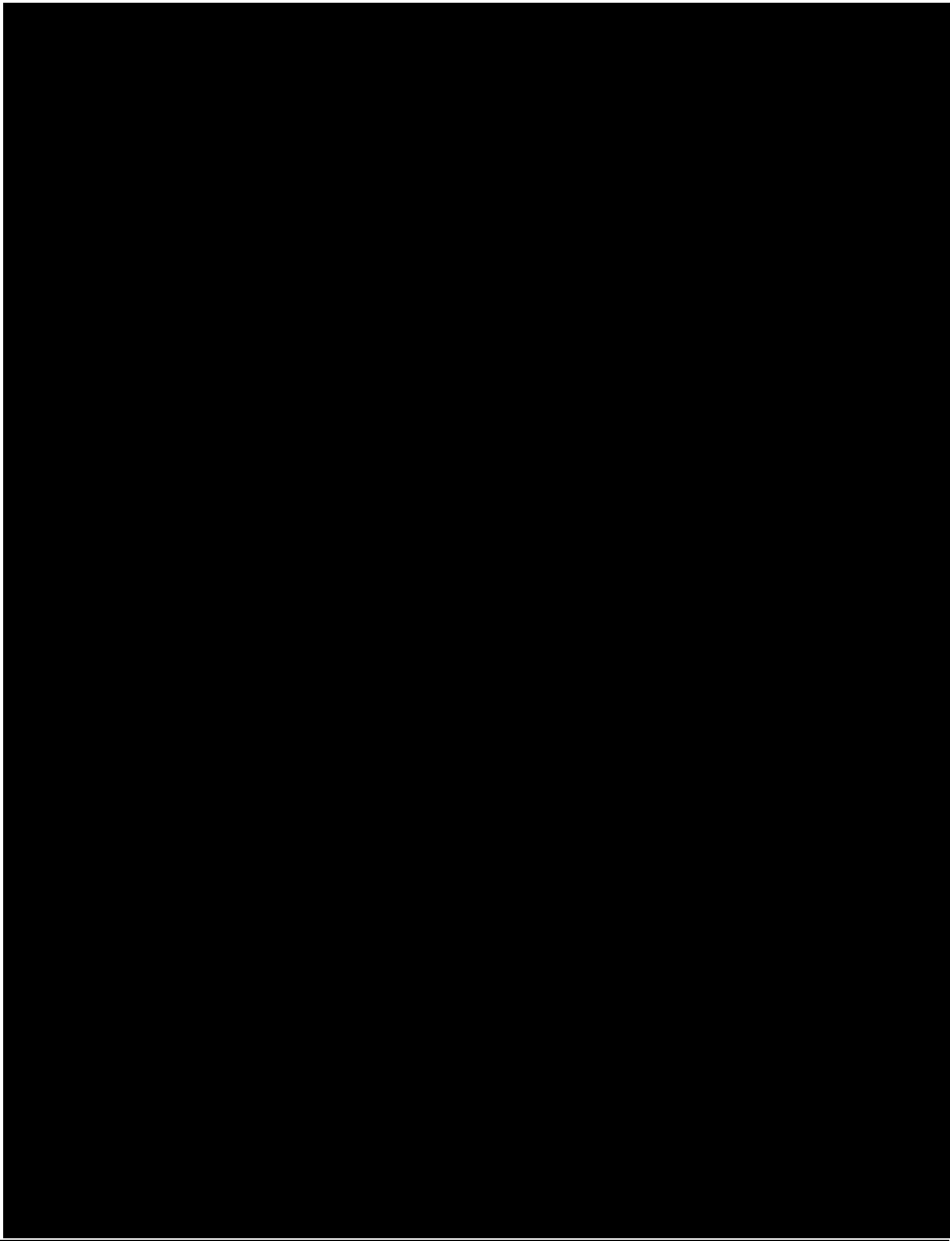
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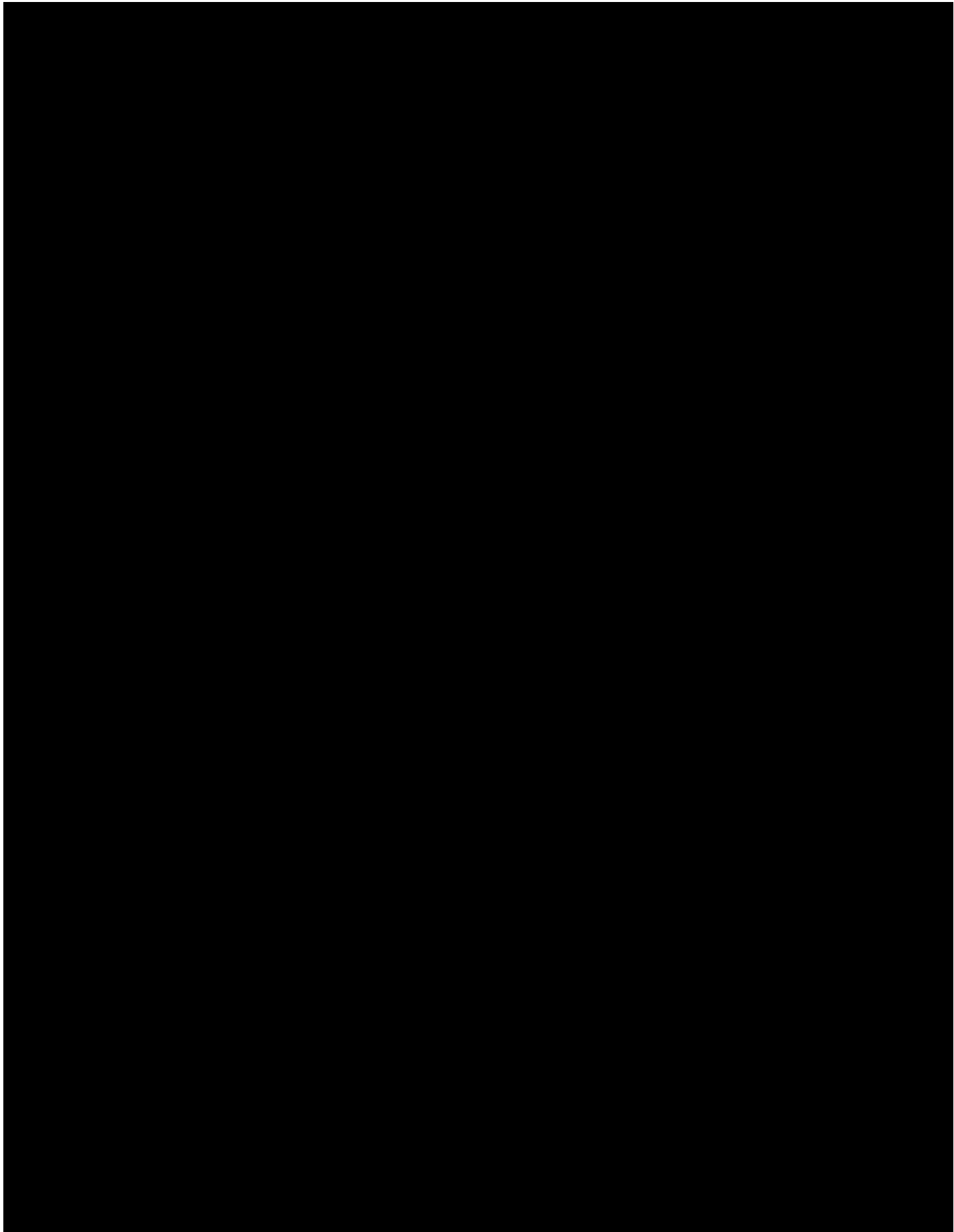
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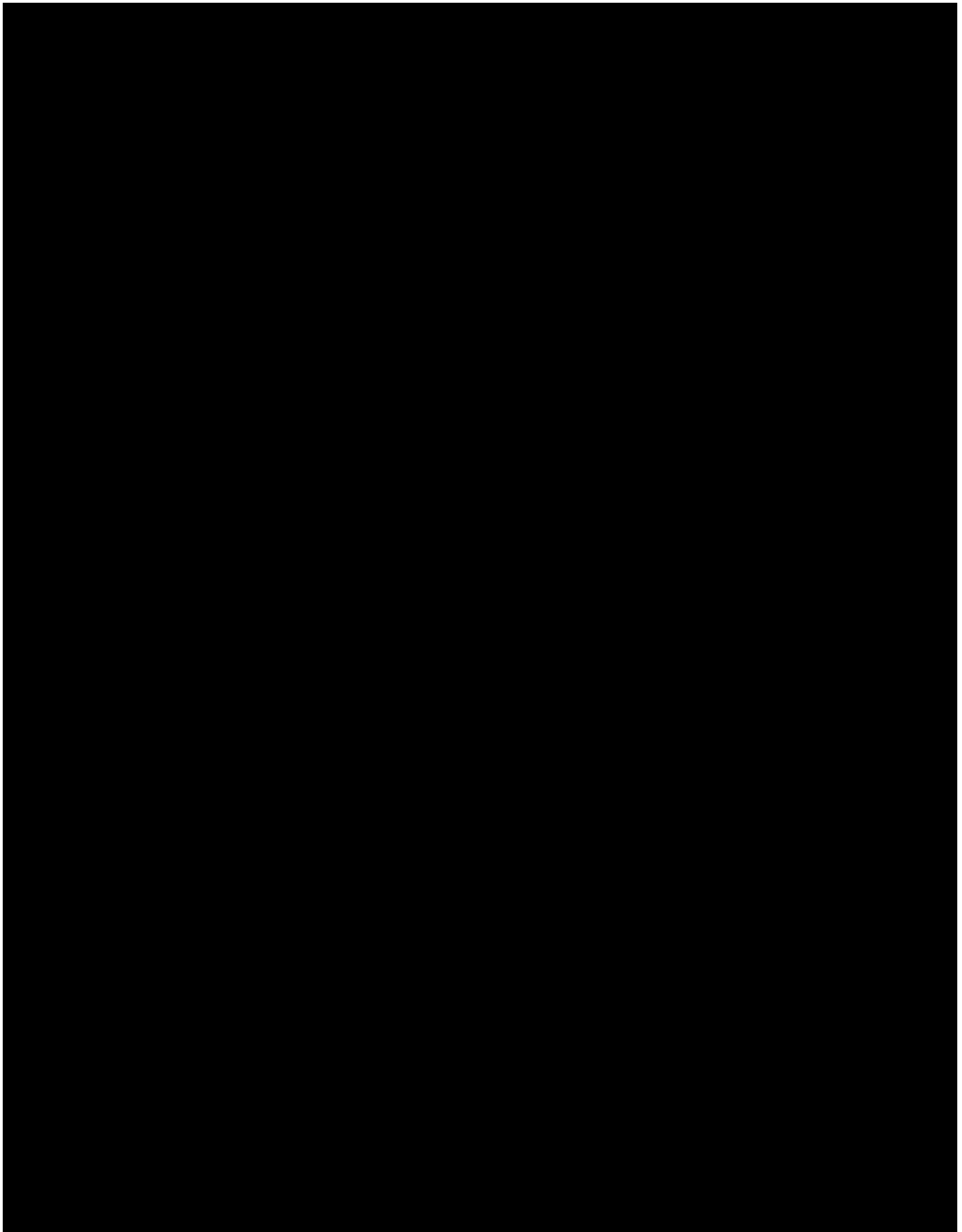
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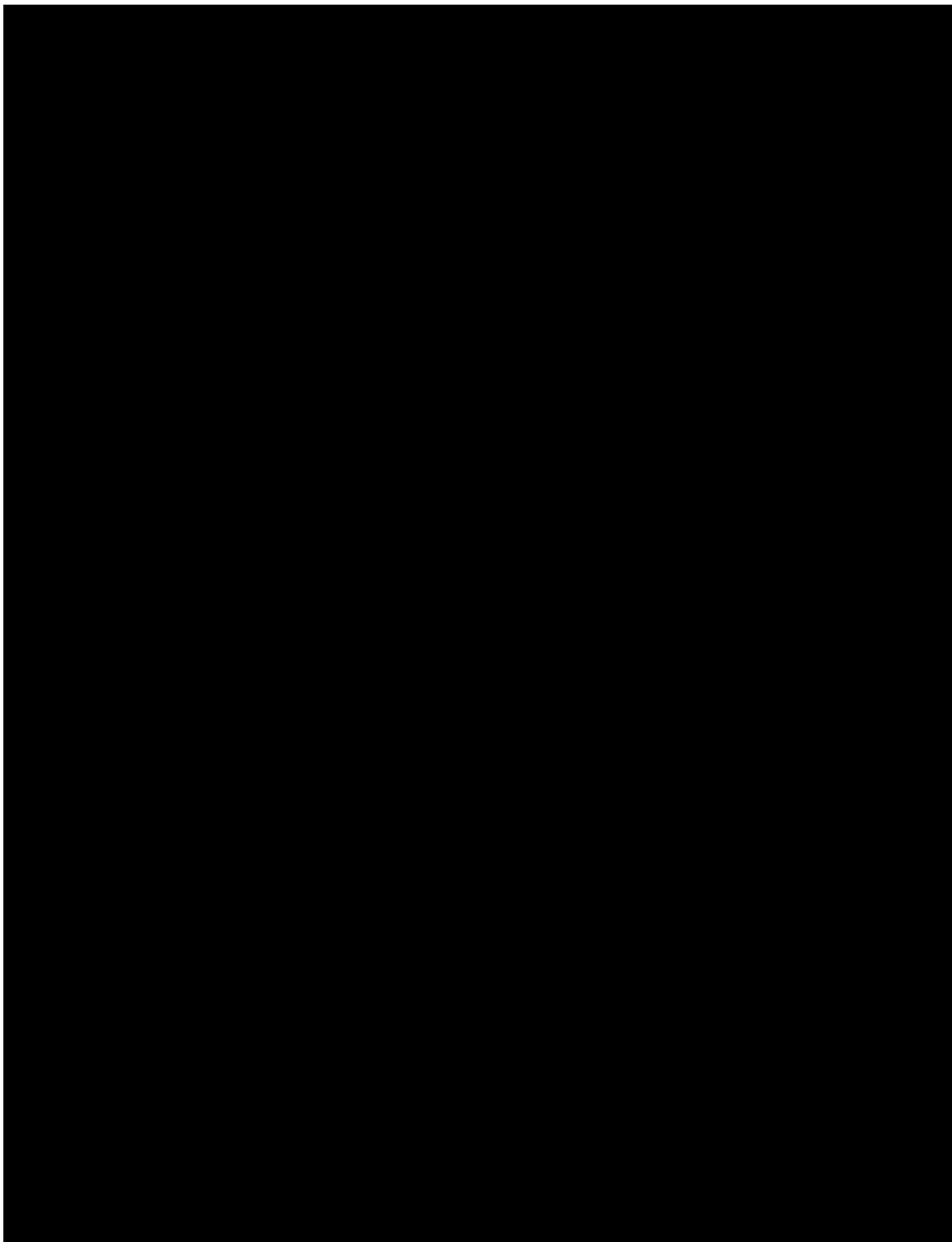
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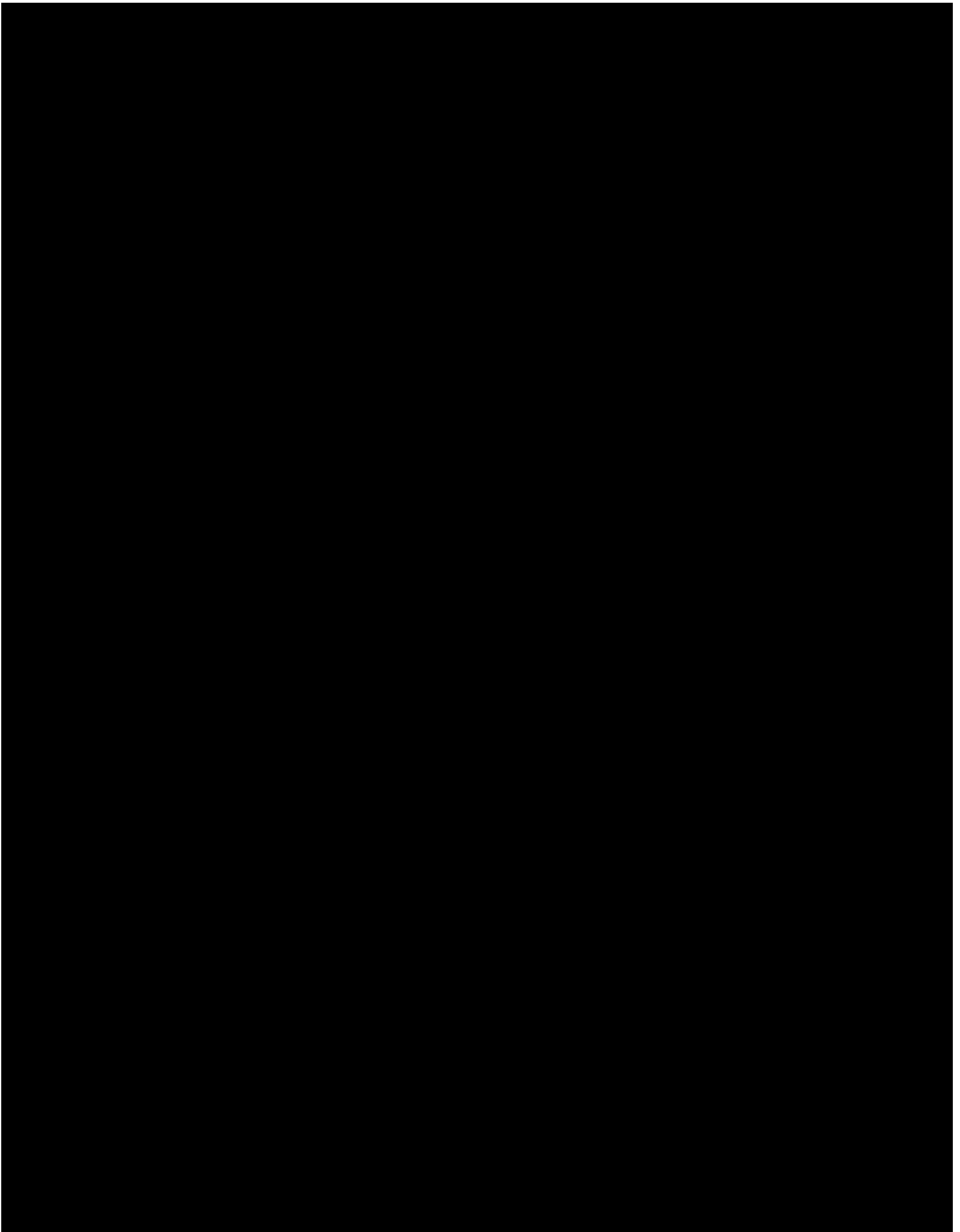
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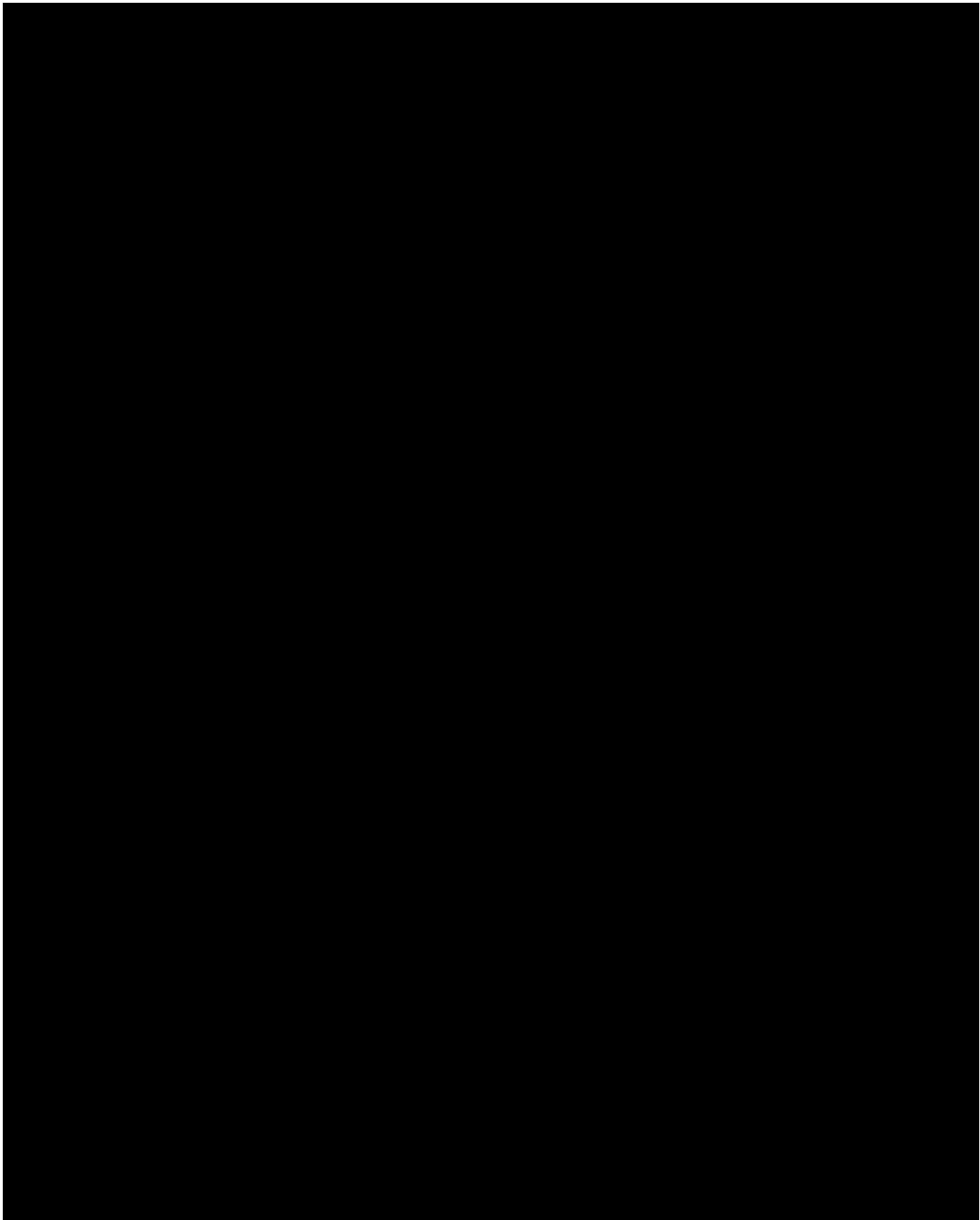
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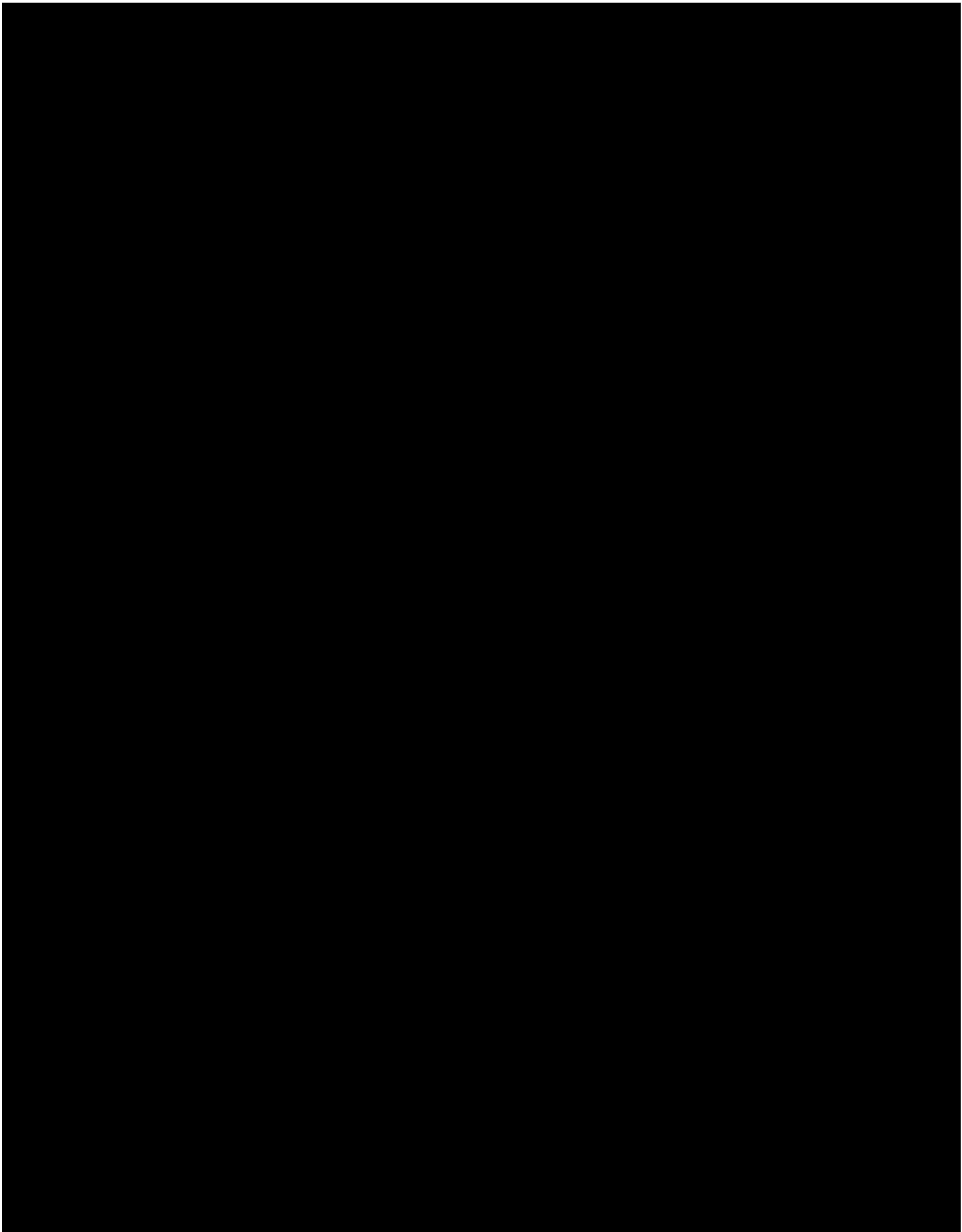
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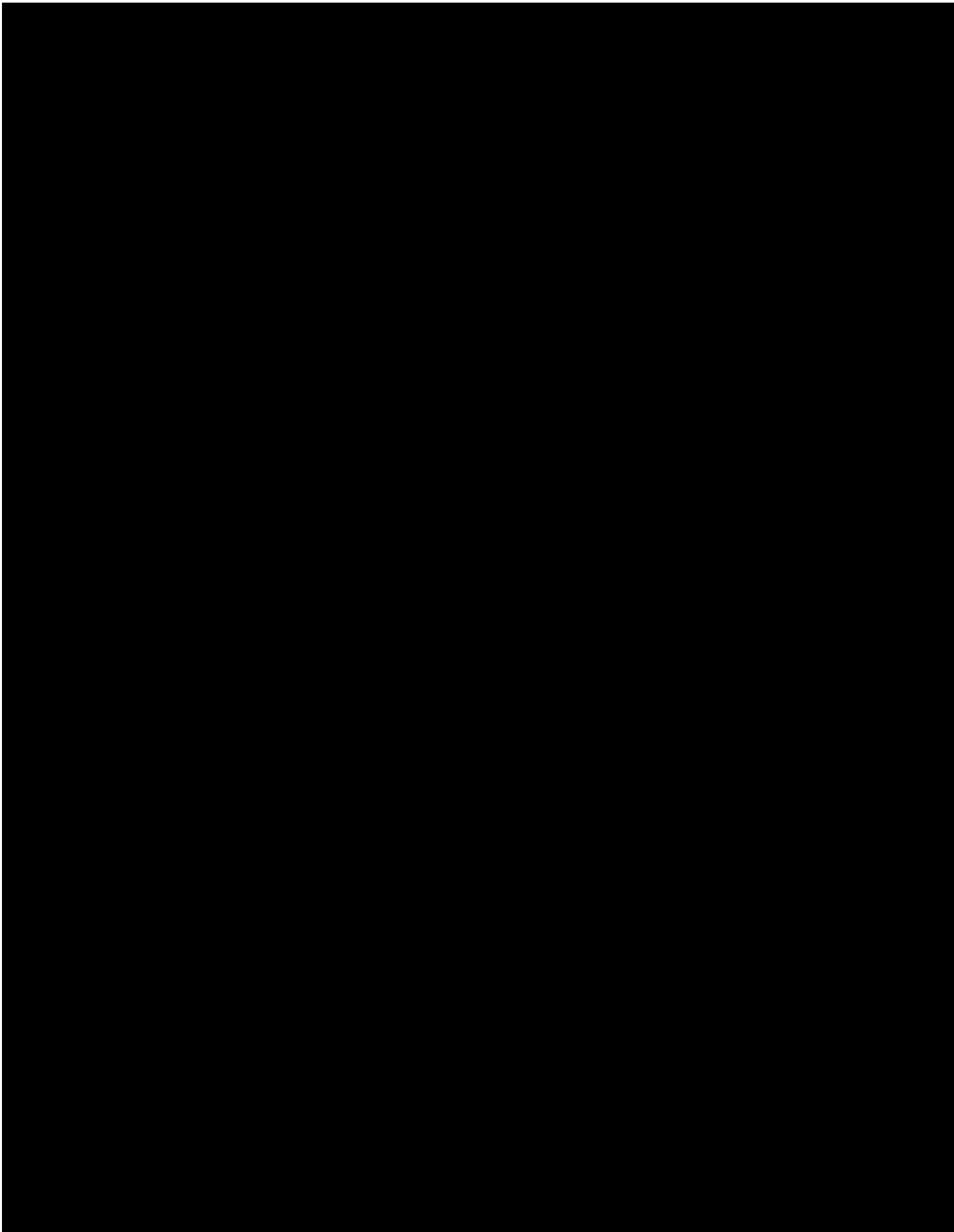
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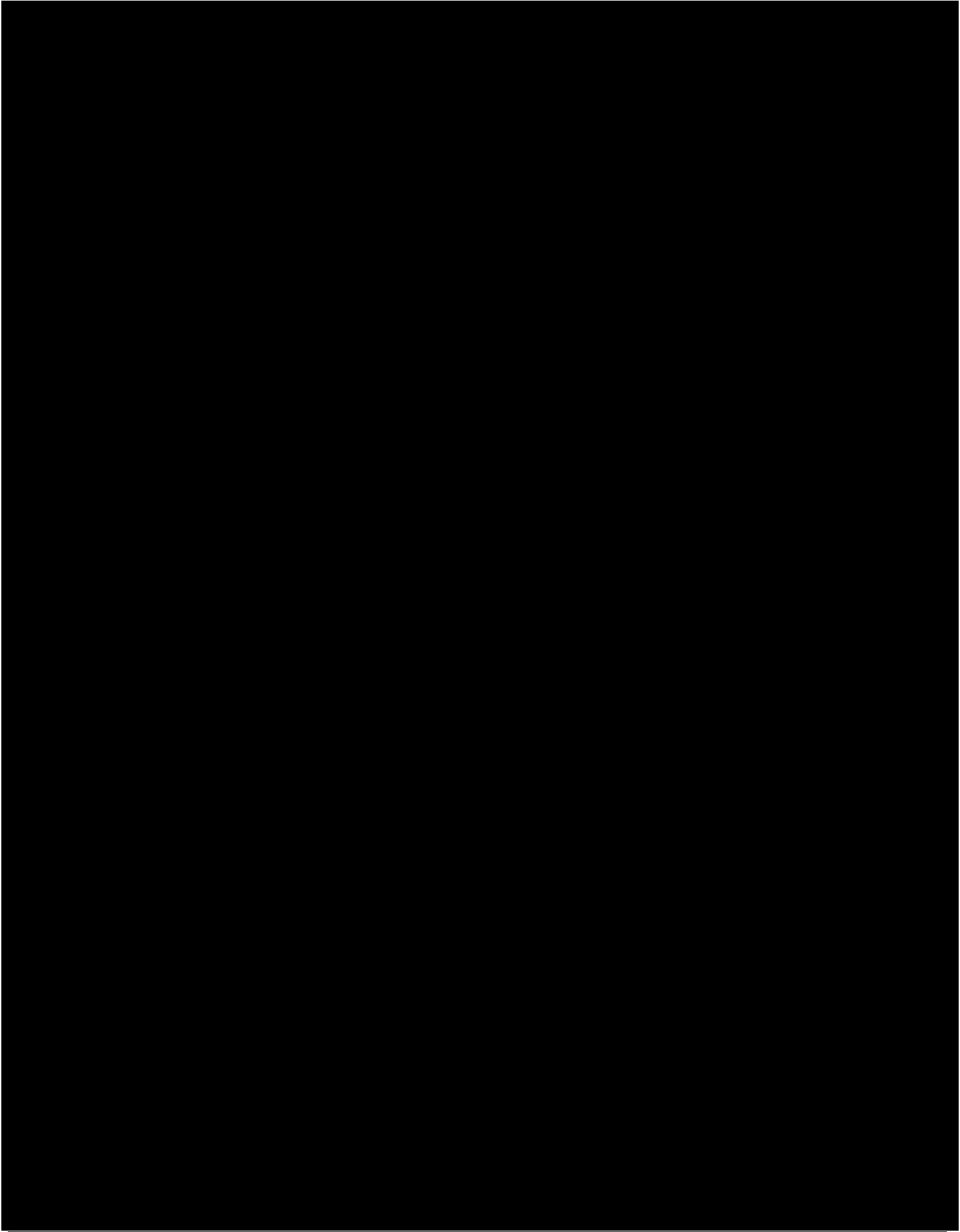
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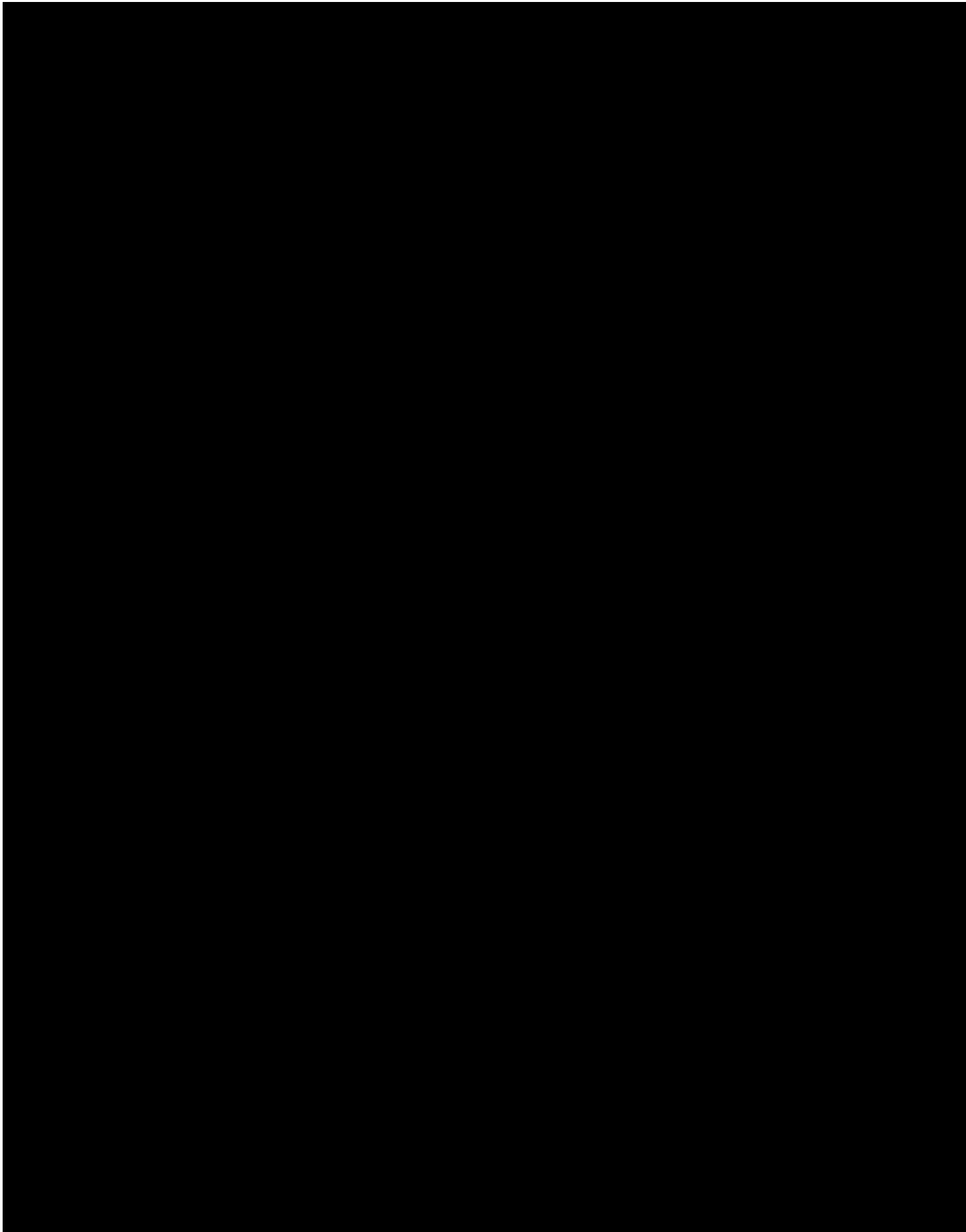
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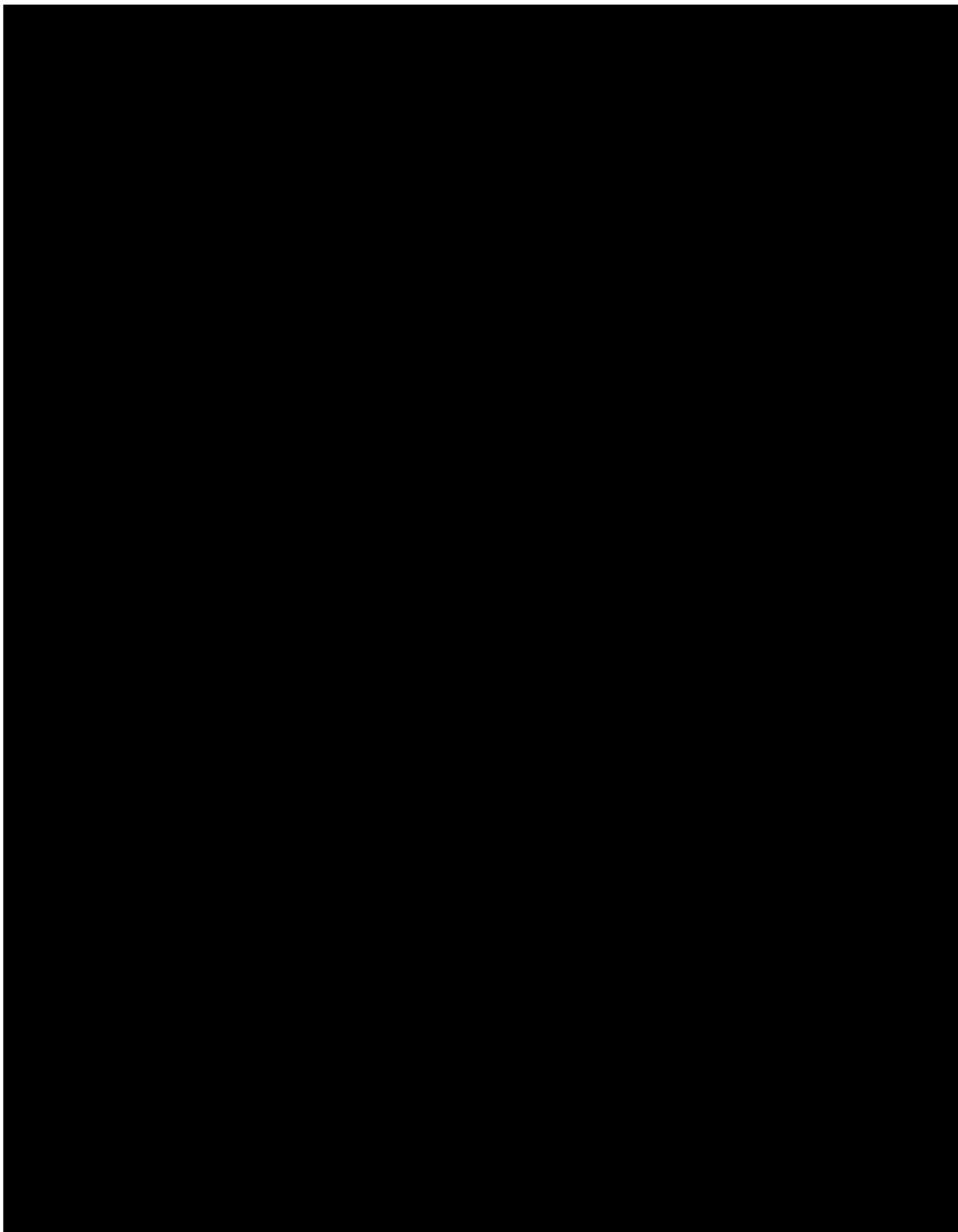
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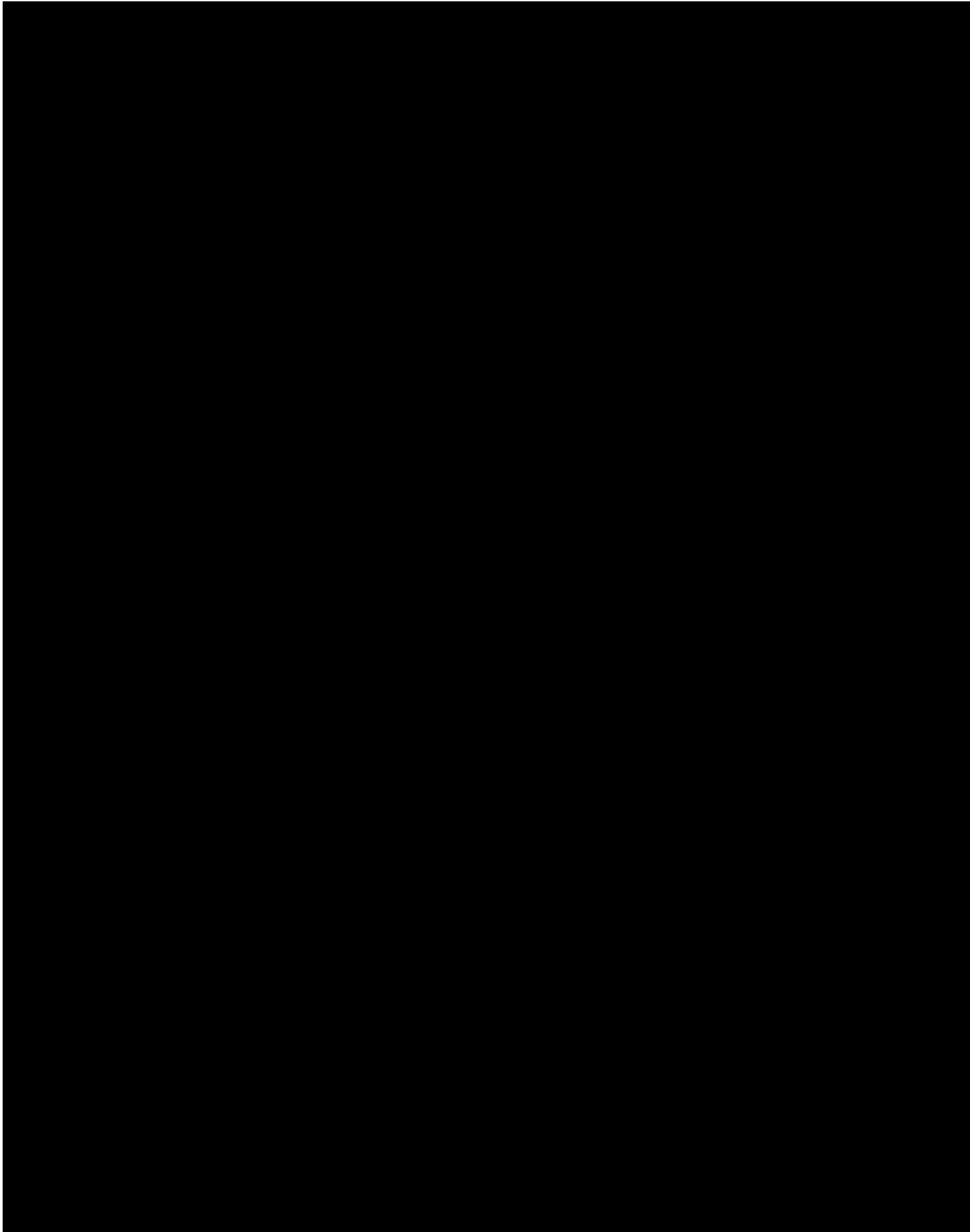
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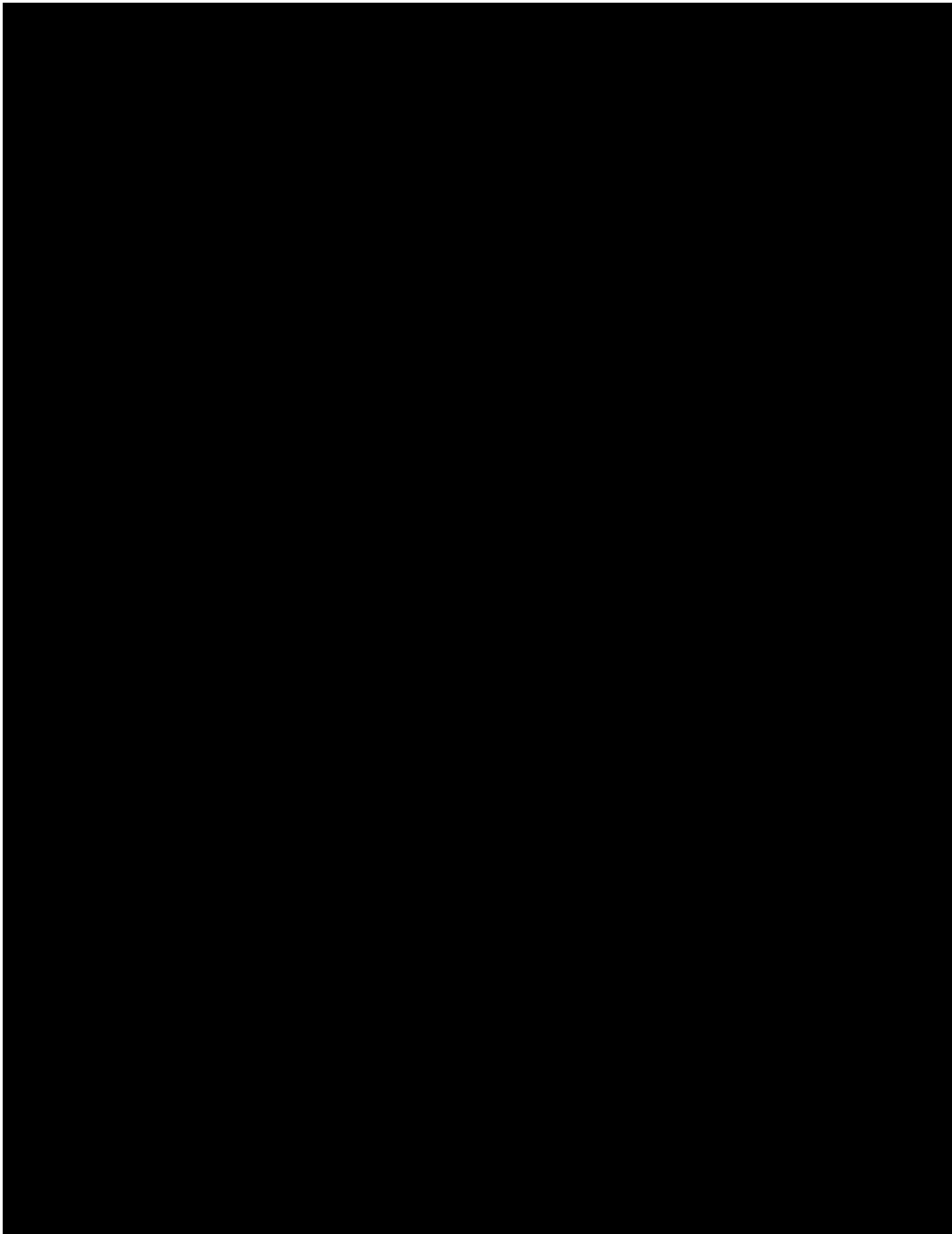
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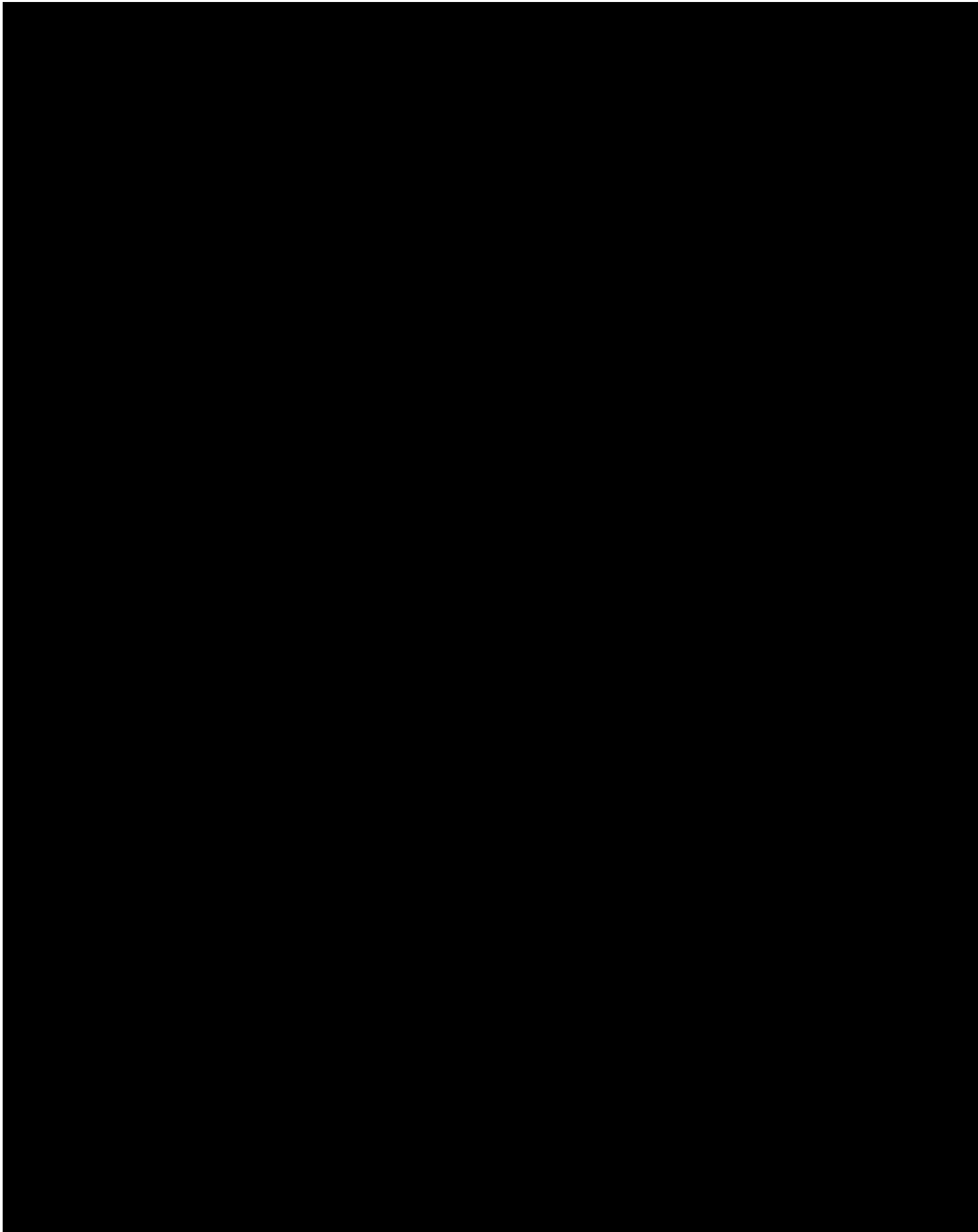
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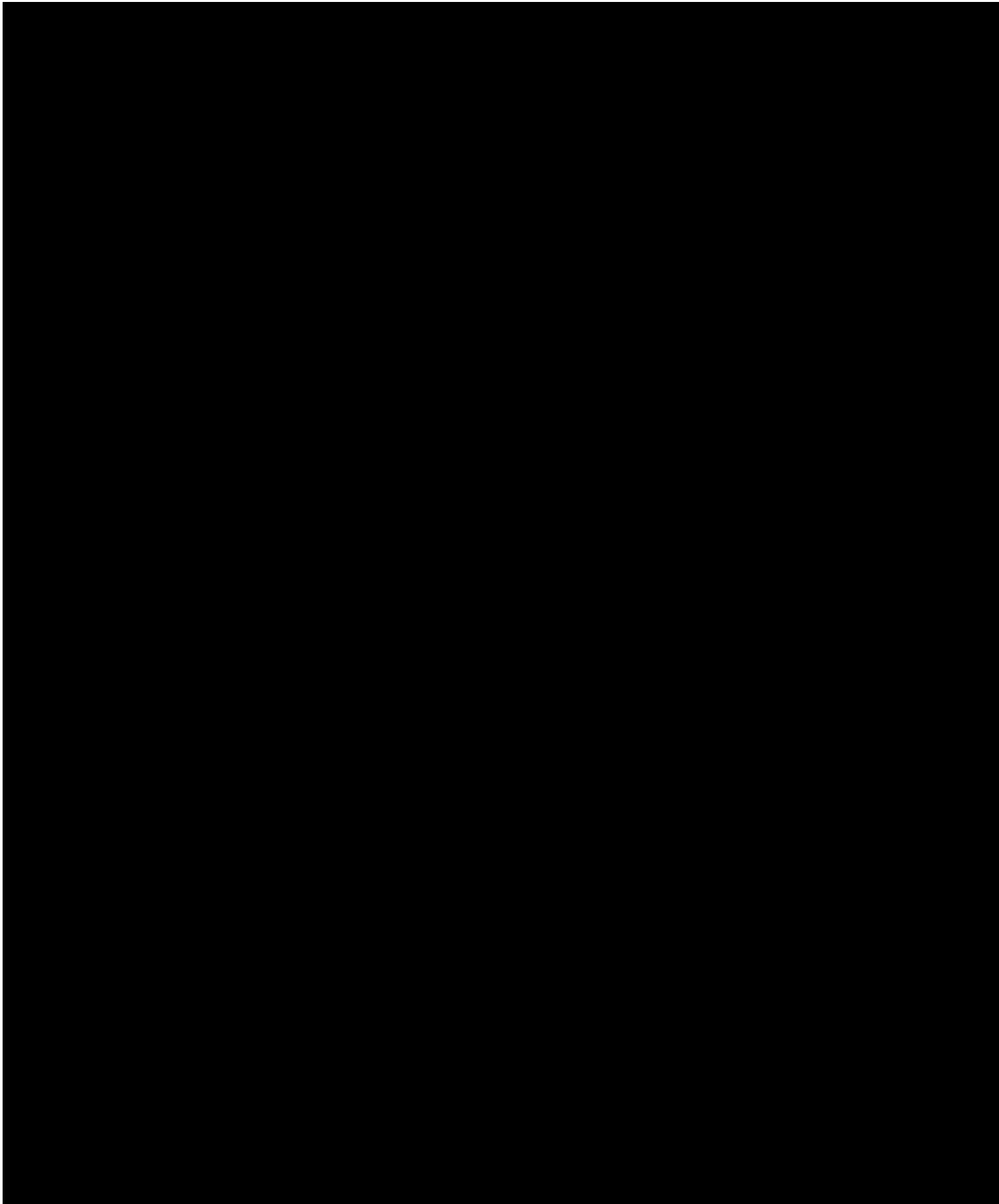
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Appendix 1. Room control under the FM contract.
Ground Floor (B1)



Podium Level (00)



Level 1 (L01)



Level 2 (L02)





2.2.4 Risk Management

Key points

- Common approach to risk and application of risk management systems
- Commitment to identify all potential opportunities
- Commitment to continuous monitoring and mitigation of risk

For the Stadium Transformation Works, effective risk and opportunity management is fundamental to delivering a successful project.

We have reviewed section B1601 of Appendix D and are pleased to confirm that our approach to risk management is very much aligned with yours and further more our Risk Register is also aligned with the LLDC's Risk Template.

Risk management is a collaborative process, ensuring all project stakeholders are able to input, enabling the most appropriate party to take responsibility for the management and mitigation of the identified risks and opportunities.

Our collaborative risk management process is designed to ensure risks and opportunities are identified at the earliest possible stage and throughout the lifetime of the project so that threats and opportunities to the project objectives of safety, quality, cost and programme are effectively managed.

A key element of the risk management process is a joint participative approach to risk identification and subsequent reduction through management (including change management) of the key risks. Our risk management process identifies and sets out clearly who should participate in the risk management process together with responsibilities for delivering the agreed mitigating control actions.

The results of our risk management process allow for increased knowledge management; collaborative techniques (including process mapping, objectives setting, risk identification and mitigation). These processes are continuous throughout the life of the project and are effective drivers for change management, where appropriate.

Risk Management Plan

An example of our Risk Management Plan can be found in Appendix A of 2.2.3.

The initial step in preparing the project Risk Register is to identify risks and opportunities to the project which may impact key project deliverables including:

- Safety (Risk of harm to employees or the public)
- Quality (Risk to expectation, delight or satisfaction)
- Delivery (Risk of programme delay or disruption)
- Environmental (Risk to the Environment)
- Commercial (Risk to forecast financial returns)

Our Project Director, [REDACTED], assisted by in-house functional support is responsible for the identification, mitigation and management of Opportunity and Risk within the Project. [REDACTED] will nominate a **Risk Champion**, who will have specific functional responsibility to:

- Identify and assess opportunities and risks to project and business objectives through to completion
- Ongoing update of the project Risk and Opportunity Register
- Ensure that appropriate mitigation is in place to manage identified Risks including the formulation of contingency plans where necessary
- Report on the status of key risks and actions taken to manage them through ad-hoc and periodic risk management reporting
- Review and implement an appropriate risk management structure (including the definition of roles and responsibilities of key risk management stakeholders) to support the ongoing delivery of risk management objectives



- Communicate risk management policy and strategy together with defined responsibilities to all management and staff and provide training where possible
- Provide assurance to the Employer (via monthly reports) of management and effective compliance with the Group Risk Management Policy, the Group Framework and the Contract Requirements

Procedures

An overview of the procedural matters in gathering risks and any subsequent monitoring is given in the **Project Risk Management Plan**. This sets out various key matters to be dealt with:

- Core Processes (with aims)
- Action holders and deliverables
- Core controls/procedures
- Relevant Documentation

The above are dealt with at various key stages of the project, namely:

- Contract start up
- Construction phase (including phase completions)
- Completion and close-out

Application of Procedures

The ultimate product of these procedures is to provide, maintain and monitor a fully functioning **Risk Register** which can be effectively used to minimise risk to:

- The Employer
- The Project
- Other Stakeholders
- Balfour Beatty (BB)

These procedures are predicated on the basis that the project as a whole, rather than the individual parties acting alone, is better placed to deal with the risks faced. This open and inclusive approach ensures participation in the process by all Stakeholders.

Balfour Beatty already has a developed and actively managed a Risk Management Procedure/Plan in accordance with the LLDC requirements at both the Aquatics Legacy Conversion and currently on the Stadium Roof Conversion and through BB Workplace and will deliver the same principles on the Shell and Core Works. The system in place is principally used for reporting risk Management upstream to the Employer.

The Risk Management process is broken down into 5 key processes, four of which contribute to the Project Risk Register:

- Identification of Risk
- Assessment of Risk
- Risk Response/Review/Reporting
- Change Control Process
- Contract Completion

In addition, the works Information requires risk management as an inherent part of the Contract. This process is carried out using the Early Warning (EW) process, supplemented by the Compensation Event (CE) process.



The EW process, is used to allocate and manage Contractual Risks, Early Warning Notices (EWNs) are used by either party to notify potential Risks to the Contractual Administration of the project. EWN's raised are recorded on the Risk Reduction Register by the Project Manager, and discussed at regular Risk Reduction Meetings. Risk matters raised under this process are often easily dealt with by changes in the design or changes to client requirements, in advance of problems actually manifesting themselves to on site issues when the risk has been mitigated or passed – the EWN is closed.

The Stadium Transformation Shell and Core Works will have a tried and tested risk management system in place that is aligned with the LLDC requirements through a collaborative and structured approach that will include regular joint meetings with all stakeholders, provision of reports and a live risk register that can be called upon at anytime.

Risk management principles we commit to:

Risk management should be tailored to take account of organisational culture, human factors and behaviour

The approach to risk management should be proportionate and scaled to address the circumstances and size of the business as well as the capabilities, perceptions and intentions of the people in the business and other relevant stakeholders who might facilitate or hinder attainment of the organisation's objectives

Risk management should be systematic and structured

The approach to risk management should be consistently applied. This helps ensure that the outputs of the risk management process are both reliable and comparable, and gives managers increased confidence to make effective decisions

Risk management should operate within generally understood and recognised definitions of risk classification, assessment and evaluation

Generally understood and recognised definitions should be used when identifying, assessing and responding to risks, and maintaining the risk management register

Risk management should be based on the best available information

The inputs to the risk management process should be based on relevant information sources, such as reported experience, subject knowledge, expert judgement and projected forecasts. Managers should be aware of any limitations to the data or divergence of opinion among experts

Risk management should explicitly address uncertainty

Risk management should be used to help clarify the nature of uncertainty, how this might affect decisions and how it might be treated

Risk management should be part of decision making

Risk management should support informed decision making by helping to understand risks. This aids the organisation in making a decision concerning its risk appetite and ability to manage the risks effectively.

Risk management should protect everything of value

Risk management should contribute to the achievement of objectives and maximise benefits through integration with management processes, taking account of legislative, regulatory and compliance requirements

Risk management should be transparent and inclusive

Management should ensure that all stakeholders are identified, informed and appropriately involved in risk identification, assessment and response

Risk management should be dynamic, iterative and responsive to change

Risk management processes should continually identify and respond to changes affecting the operating environment of the business

Review of the principles

The way in which the risk management principles are applied should be subject to regular review to reflect changes

Construction Services UK

Risk Management Plan Project:

Date:

Master Document:

REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Reviewed By	Date	Approved By Project Lead	Date

Ref No: RISK-TF-0001	Issue No: 1	Issue Date: 01/07/2013	Page: 1 of 6
Function Owner: [REDACTED]	Document Owner: [REDACTED]	Next Review Date: 01/07/2014	

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Acronym	Definition
CSUK	Construction Services UK
PMP	Project Management Plan
RMP	Risk Management Plan
H&S	Health and Safety
ITP	Inspection and Test Plan
BMS	Business Management System
RMP	Risk Management Plan
RACI	Responsible / Accountable / Consulted / Informed
HAZOPS	Hazard Operability Study
QSRA	Quantitative Schedule Risk Analysis
QCRA	Quantitative Commercial Risk Analysis

Guidance Notes on Preparation

Colour Coding of Text

Black Mandatory text which must remain unchanged within the final document

Red *highlights text which is project specific*

Brown *Provides guidance on the type of information that should be included*

Blue *used to hyperlink referenced documents*

Note **Red** and **Brown** text should be overwritten or deleted, and then printed in black and white for project use. Please print double sided to save paper.

Ref No: RISK-TF-0001	Issue No: 1	Issue Date: 01/07/2013	Page: 2 of 6
Function Owner: [REDACTED]	Document Owner: [REDACTED]	Next Review Date: 01/07/2014	

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1.0	INTRODUCTION.....	4
1.1	Purpose of the Risk Management Plan.....	4
1.2	Preparation and Development of the Plan	4
2.0	PROJECT DESCRIPTION	4
3.0	PURPOSE AND SCOPE OF RISK MANAGEMENT	5
3.1	Purpose of Risk Management	5
3.2	Scope of Risk Management for this Project	5
4.0	RISK MANAGEMENT ORGANISATION.....	5
4.1	Risk Champion	5
4.2	Risk Management RACI Chart	5
5.0	RISK MANAGEMENT PROCESS	6
5.1	Risk Management Process.....	6
5.2	Risk Reporting Process	6
6.0	KEY DELIVERABLES	6

Ref No: RISK-TF-0001	Issue No: 1	Issue Date: 01/07/2013	Page: 3 of 6
Page 125 of 367	Document Owner: [REDACTED]	Next Review Date: 01/07/2014	

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1.0 Introduction

1.1 Purpose of the Risk Management Plan

The Risk Management Plan (RMP) defines the risk management process that Balfour Beatty CSUK will implement on **Project Name** (hereafter named 'the Project') to ensure risks are controlled throughout the lifecycle of the project.

The principal objectives of our RMP are to:

- 1) Ensure the health and safety of our employees, subcontractors, and other stakeholders
- 2) Assist the project to ensure achievement of successful outcomes for the project
- 3) Ensure that we mitigate the impact our work has on the environment
- 4) Minimise threats to CSUK's and BB Group's objectives and reputation
- 5) Safeguard CSUK's assets and those of others affected by our activities
- 6) Continue to enhance the value of shareholders' investment
- 7) Identify how the Project will implement the requirements of the CSUK

1.2 Preparation and Development of the Plan

The RMP will be developed after Project award and details the specific risk management organisation, process and techniques that are utilised on the project.

The RMP will be prepared to reflect the status of the Project and will be authorised internally by the Project Lead prior to issue. The RMP is a live document and must be updated routinely to reflect the changes on the Project. The RMP will however be subject to a formal review, once a quarter as part of the Project Quarterly Management Review.

2.0 Project Description

Provide project description or relevant section of Project Management Plan (PMP) document

Ref No: RISK-TF-0001	Issue No: 1	Issue Date: 01/07/2013	Page: 4 of 6
Function Owner: [REDACTED]	Document Owner: [REDACTED]		Next Review Date: 01/07/2014

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3.0 Purpose and Scope of Risk Management

3.1 Purpose of Risk Management

Risk management provides the framework to formalise our approach to the reduction of uncertainty in projects. It allows us to:

- Make informed decisions
- Make informed assessments of particular elements of the scope which are the most critical
- Define and evidence the potential additional money or time that may be required
- Define and evidence the potential for delays and overruns and the requirement for extensions of time
- Understand where to focus management effort most effectively to maximise the chance of successful delivery

3.2 Scope of Risk Management for this Project

Detail here the scope of risk management in context for this project. It must include the categories of risk (Cost, Programme, HSE, Quality, Sustainability and Reputation). It may include both qualitative and quantitative aspects. The quantitative assessments may include both cost and time.

4.0 Risk Management Organisation

4.1 Risk Champion

The project appointed Risk Champion is *insert name here*. The Key Responsibilities for the Risk Champion on this project are:

1. Development and maintenance of Risk Management Plan
2. Facilitating the identification and response of project risk including reviews and workshops
3. Mentoring project staff on aspects of the risk management process
4. Ensuring the risk register is completed and maintained
5. Analysis of risk information for consistency using qualitative and quantitative techniques
6. Aggregation and reporting of risks within the project.
7. Reporting and escalation of risks within the business and externally as required.
8. *Add additional project specific responsibilities as required*

4.2 Risk Management RACI Chart

This RACI chart defines those who are responsible (R) and Accountable (A) for the various aspects of the Risk Management Process and also those who should be Consulted (C) and Informed (I).

Ref No: RISK-TF-0001	Issue No: 1	Issue Date: 01/07/2013	Page: 5 of 6
Page Owner: [REDACTED]	Document Owner: [REDACTED]	Next Review Date: 01/07/2014	

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Products/ Activity	Project Lead	Risk Manager / Champion										
Risk Management Plan												
Risk and Opportunities Register												
Qualitative Risk Assessment												
Quantitative Risk Assessment												
Risk Reporting/ Communication												
Action Planning and Implementation												
Risk/ Opportunity Identification												
Risk Reviews												

5.0 Risk Management Process

5.1 Risk Management Process

Detail here the process, tools and techniques used on the project for Risk Management. This should include the number of registers that will be utilised (e.g. Commercial and HSEQ, etc). Where software is to be utilised for schedule and cost analysis this should be detailed. Mechanisms for risk identification such as workshops, HAZOPS etc. must be detailed along with the mechanism and frequency of reviews.

5.2 Risk Reporting Process

Risk Reporting to Business Stream and BB Group within CSUK is carried out using thinkRisk. thinkRisk is the MS SharePoint based system that acts as the central repository for risk information within CSUK; it facilitates simple communication throughout the business:

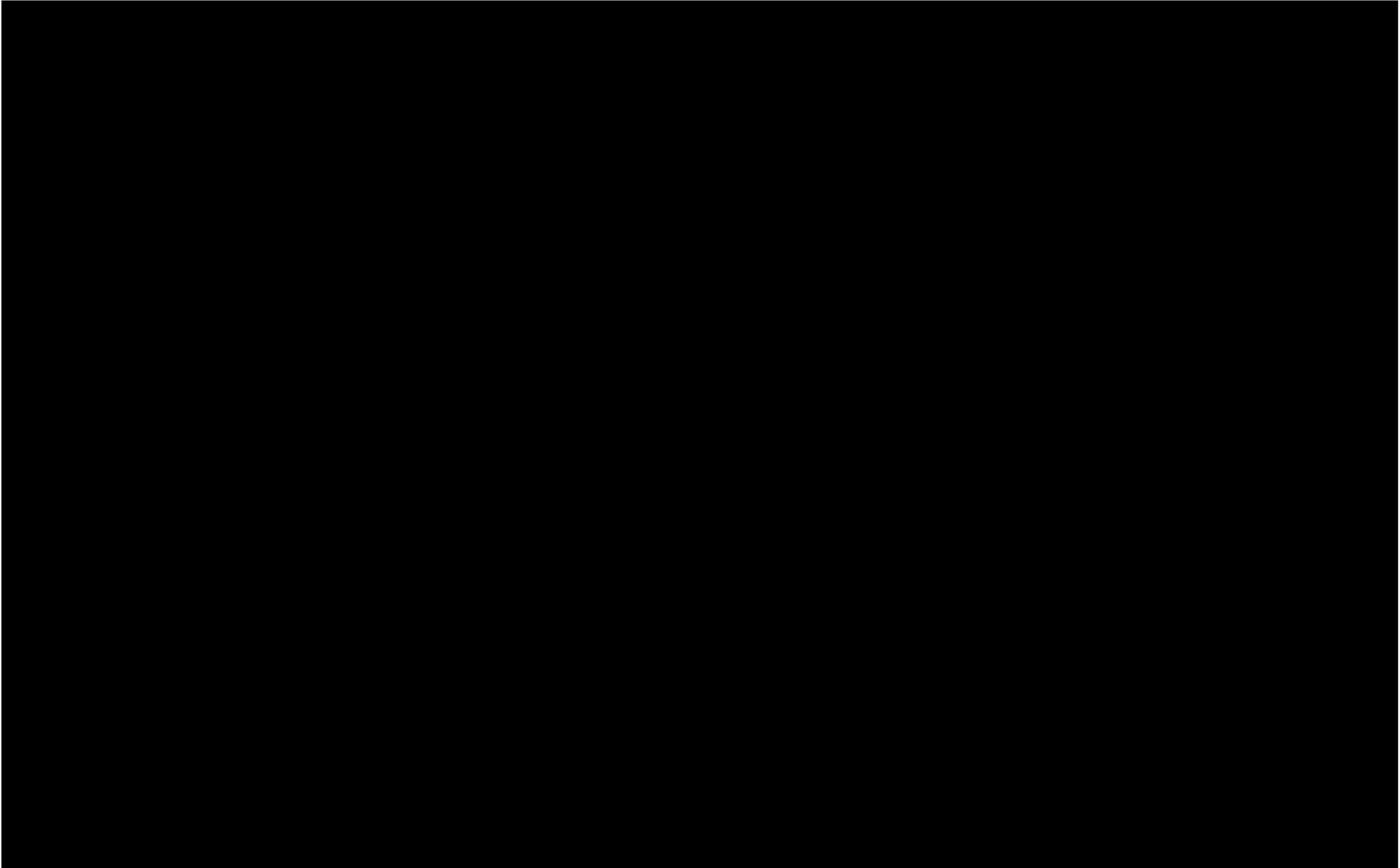
- thinkRisk is a risk communication and reporting tool
- thinkRisk is a web-based repository for key project, functional, business and fatal risk data

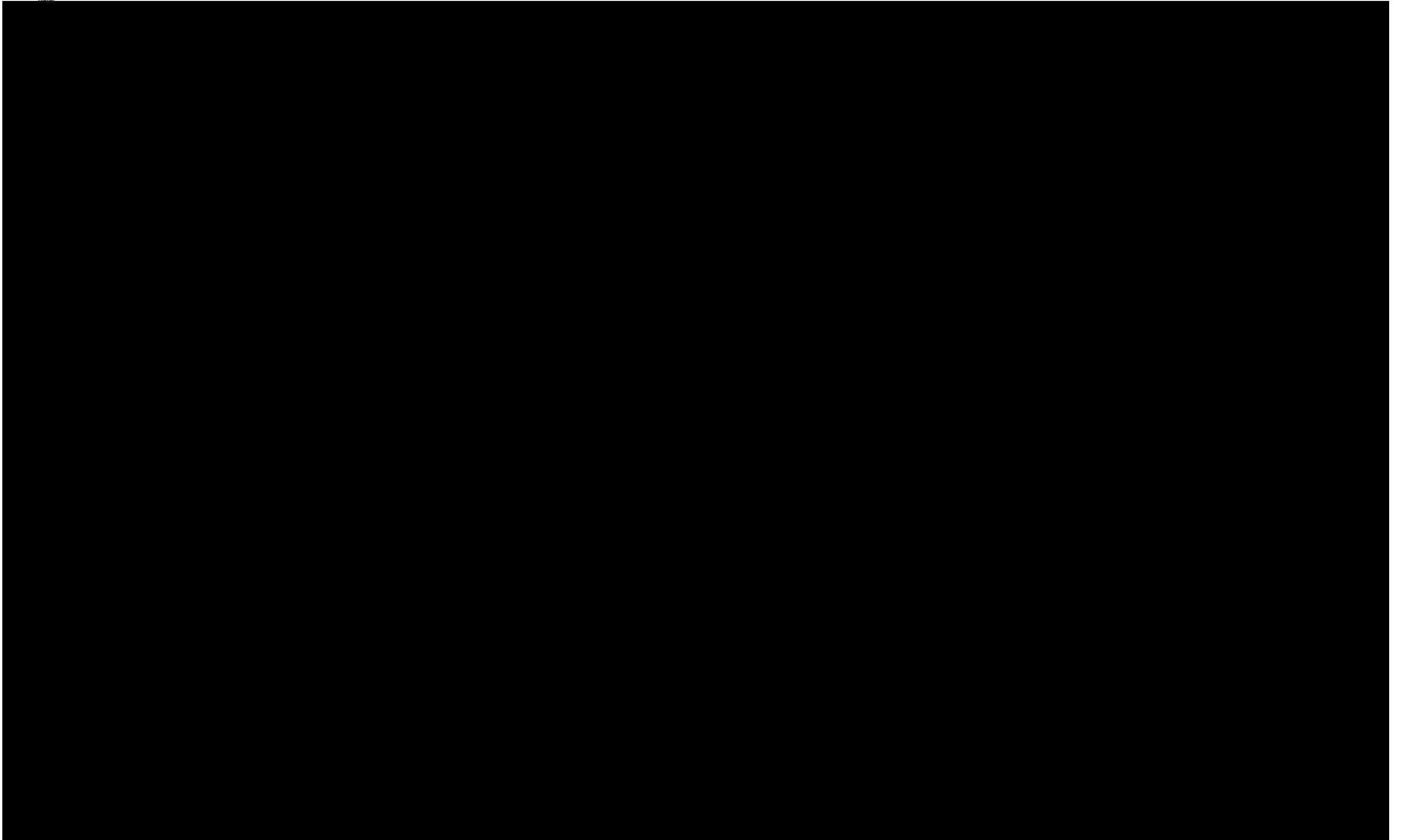
Where client requires risk reporting in a different system identify this here

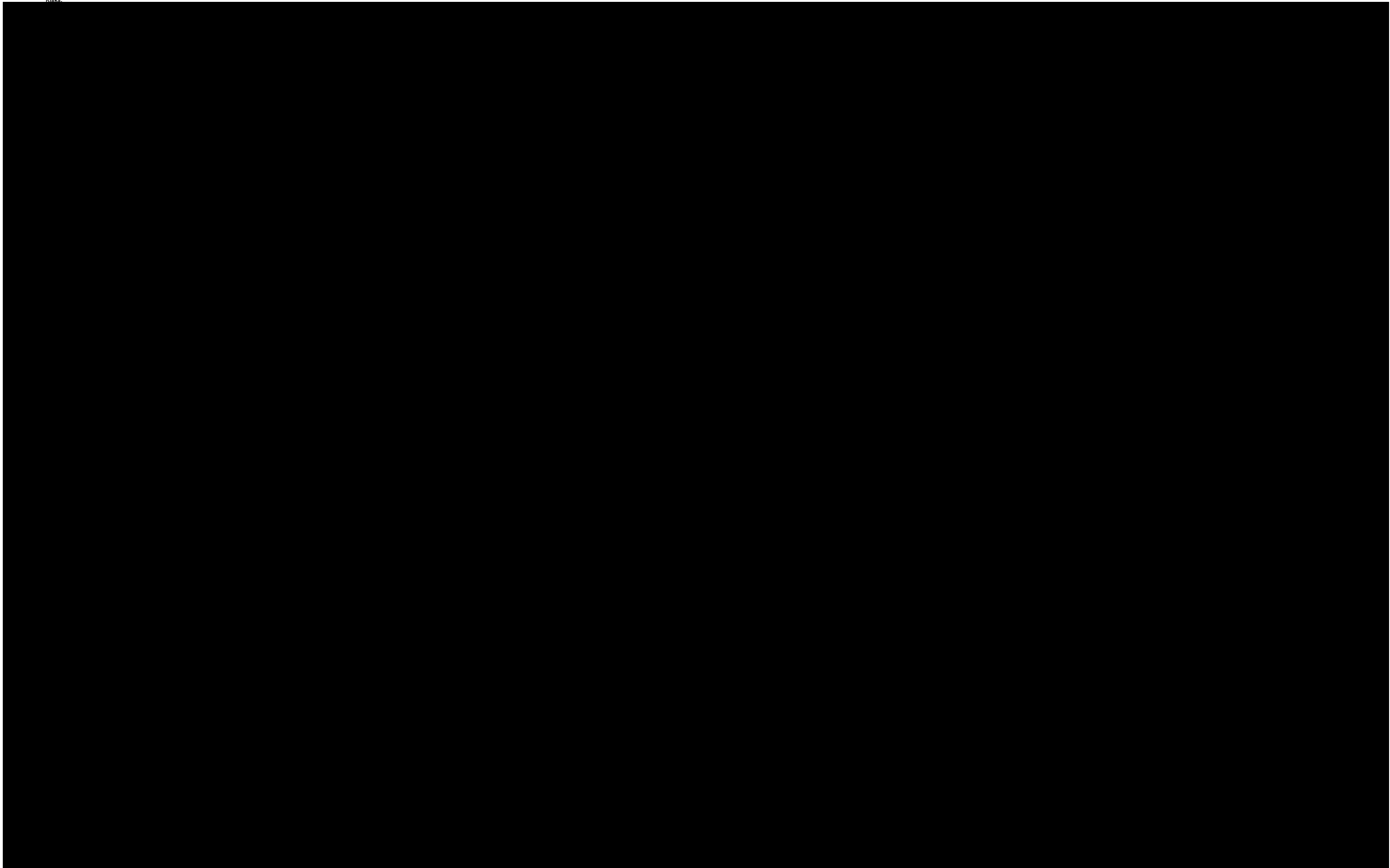
6.0 Key Deliverables

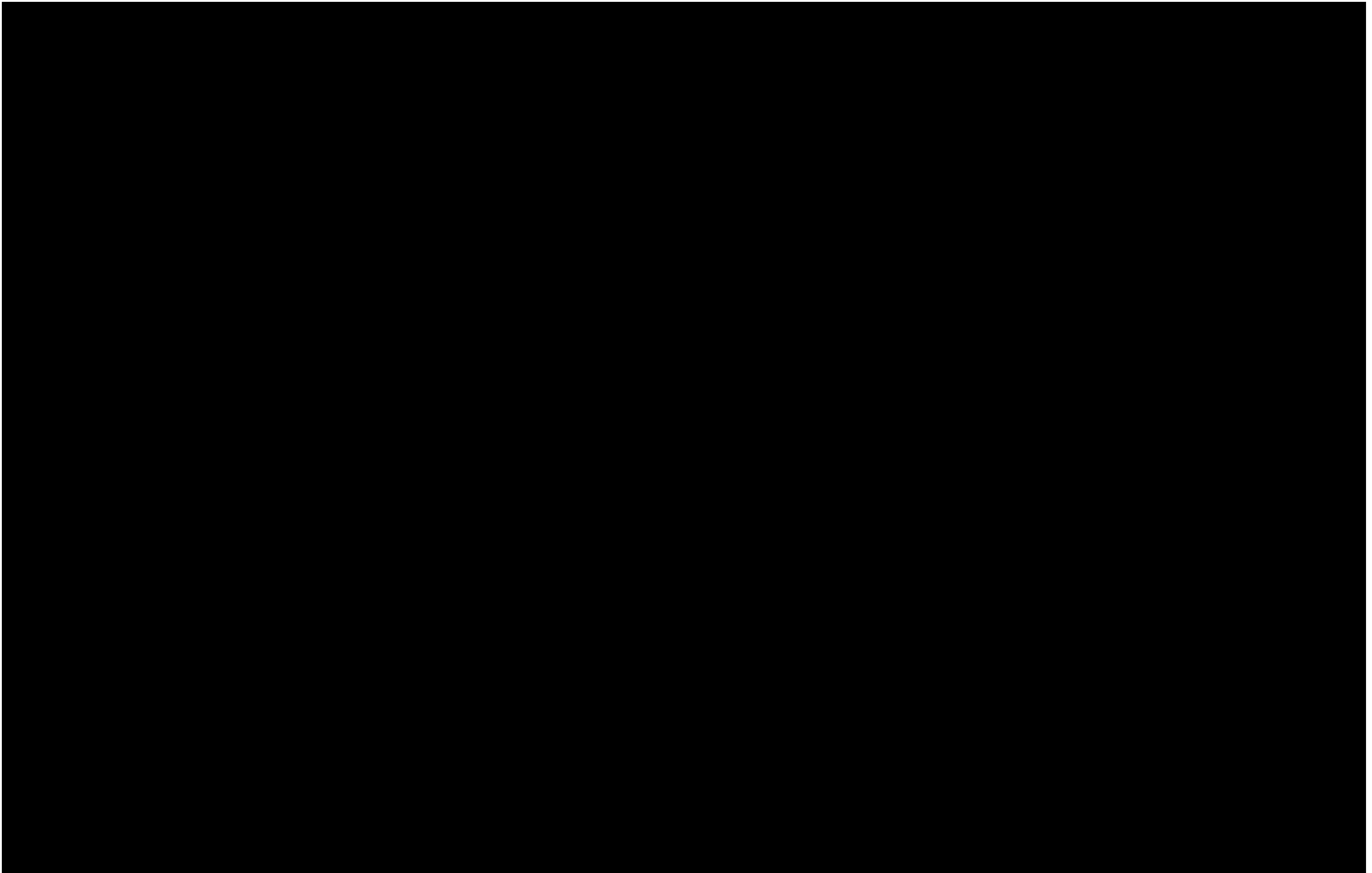
Detail here the key risk management deliverables, these may include the risk register, risk reporting (internal and external), QSRA and QCRA reports.

Ref No: RISK-TF-0001	Issue No: 1	Issue Date: 01/07/2013	Page: 6 of 6
Function Owner: [REDACTED]	Document Owner: [REDACTED]	Next Review Date: 01/07/2014	



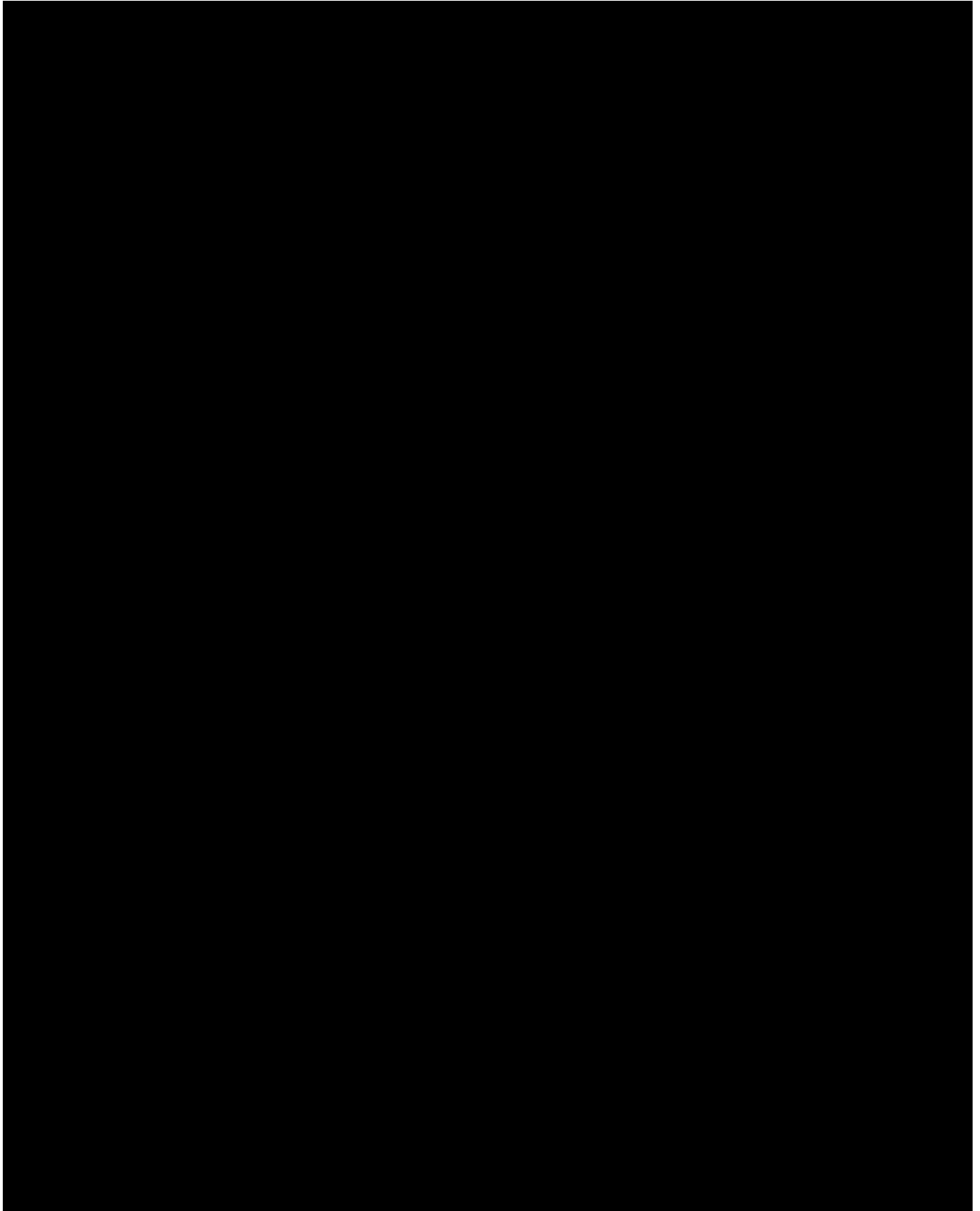




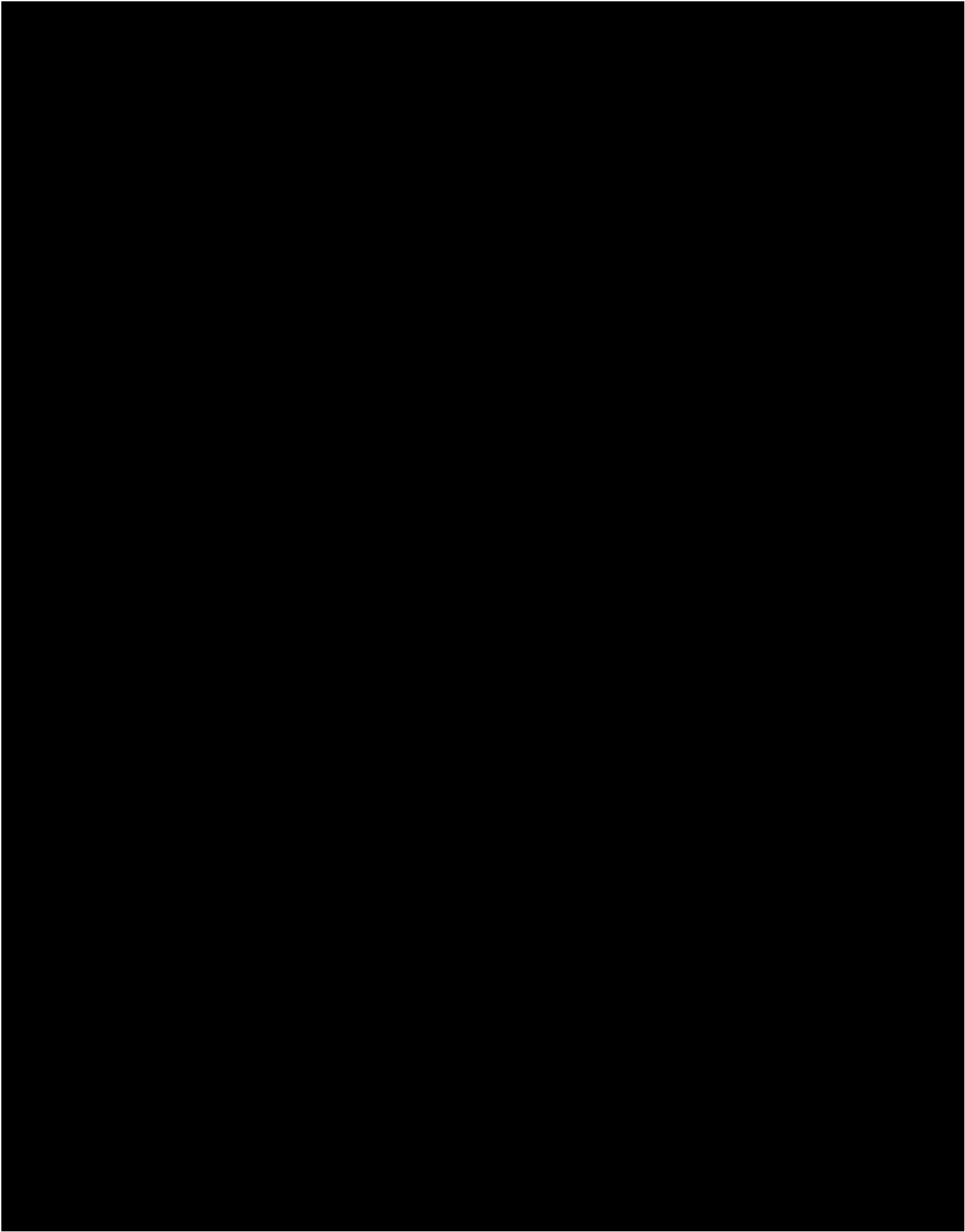




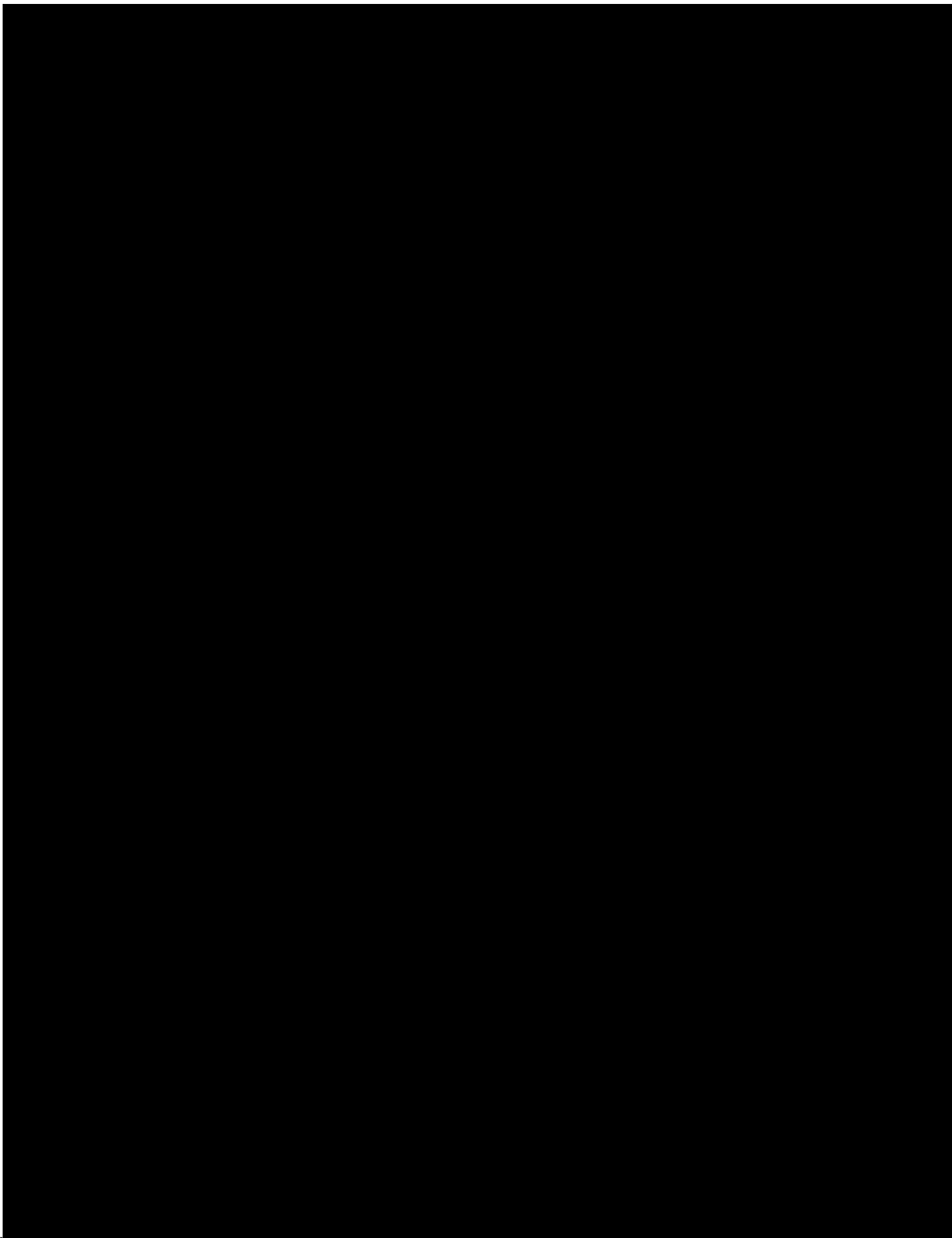
2.2.5 Supply Chain Management



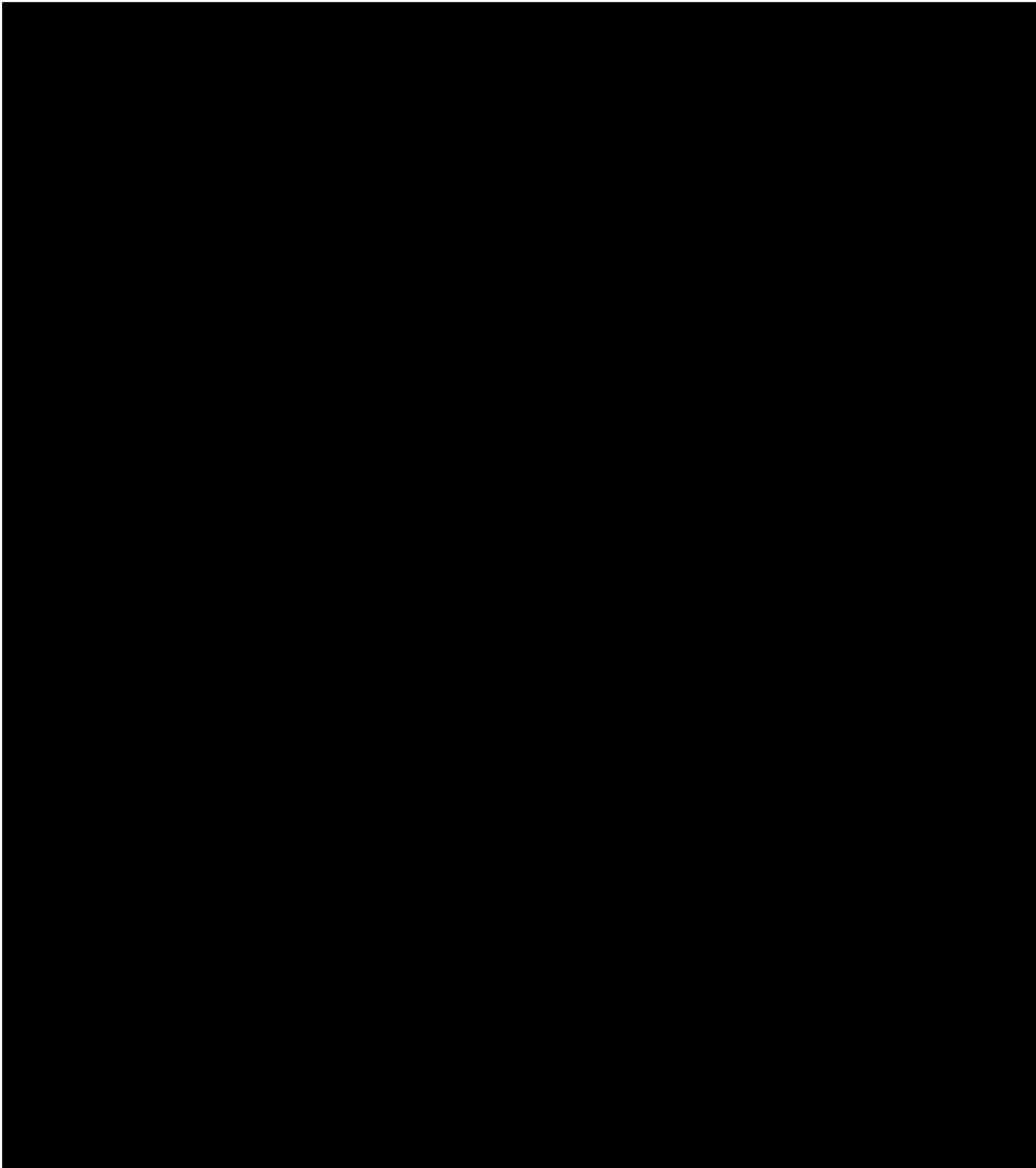
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2.2.6 Design Management

Key points

- Continuity of Design Management personnel from the Roof Contract
- Preserving Design intent through engagement of Populous and Buro Happold
- Flint & Neill embedded within our Design Team to assist engineering design development

Integrated Multidisciplinary Design

We are experienced in a broad range of procurement types. Whether we appoint the design team from inception to develop proposals, adopt conceptual designs or novate design teams to complete and deliver a design solution; our design managers begin the process with the aim to fully appreciate, understand, enhance and develop any previously agreed proposals with a collaborative approach. Design is at the heart of ensuring that we meet our customer and stakeholder expectations.

We respect that the LLDC design team has been immersed in the Olympic Stadium Transformation project far longer than Balfour Beatty. Through the tender process and with early immersion workshops, facilitated by [REDACTED] our project design management lead, we will ensure that we have fully embraced and understood key LLDC requirements and integrate these within our Design Management Plan. Our overarching approach is to ensure that our management procedures not only meet the project requirements but also dovetail seamlessly with procedures and structures already in place.

We recognise the invaluable knowledge of Populous, Buro Happold and the existing design team support. Our proposal is to engage the existing design team to take the proposals forward to Detail and Production design with the Populous and Buro Happold team and our key supply chain team where Contractor Design Portion is required. Flint & Neill are currently working on the Roof in a checking and supporting capacity and we would look to increase this role across the scheme as a whole. This will ensure continuity of knowledge and maintain the integrated approach established to date. We will set up an open plan multidisciplinary design office on site to ensure full integration of the design team. A breakout area will further facilitate team working.

Building Services Design

We have allowed for Imtech taking the coordination of the Stage E building services design and converting this to production, fully coordinated and installation design. This recognises that Buro Happold will work with Imtech in the period to December '13. We will then integrate and take ownership of the Imtech design to ensure final coordination with the overall Olympic Stadium Transformation project. BIM will play a key role in our process to ensure successful integration of the building services design. Our BIM Manager will focus on the building services integration management with the wider design team as a priority at contract award.

Structural Design

We have allowed for progressing the roof design from stage D+ on contract award and integrating the design with the overall Olympic Stadium Transformation project. Where the Buro Happold and Populous teams have progressed the roof design to stage D+, their appointment will be extended to encompass the overall requirements of the project, including the coordination of the building services. We have worked with Buro Happold to ensure that we have fully understood the design responsibilities pre contract award and integrated a full design service to project completion.

Our engineering team has reviewed the structural design and included value engineering ideas on the structural design. These are put forward as options in the commercial section 1.1 of the submission and would be integrated in to the Buro Happold design if accepted.

Architectural Design

Populous Architects' involvement is critical to the overall coordination of the design and incorporation of stakeholder requirements. We have worked with Populous to ensure that we have fully understood their integration with the roof and building services elements as well as the overall project requirements to achieve a successful transition at contract award. Dividing the project into the overarching elements of Roof, Building Services, Bowl, West Stand, Field of Play, Podium, Halo and External Works we have ensured that a design management plan is formed to achieve overall design review and acceptance whilst incorporating key supply chain contractor design. Populous will be appointed as



lead consultant and architect. Our approach to employ the incumbent design team ensures that we not only gain a better understanding of the design but also that we agree a scope of service from each of the consultants that will meet the project demands.

Design Management Process

The Design Team will be managed and integrated by our Senior Design Manager, [REDACTED]. [REDACTED] will be supported by [REDACTED], Design Manager and [REDACTED] BIM Manager. [REDACTED] has already been involved in the design management of the roof and will therefore be fully aware of the coordination issues with respect to that element of the design. He will ultimately take over the whole of the design management for the project and be the key interface manager with the design team and supply chain design.

[REDACTED] is an experienced Design Manager and will support [REDACTED] to ensure that design process and procedures are followed to meet review and acceptance requirements as well as project deliverables. [REDACTED] has a building services background and his early role will be important in establishing coordination and integration management of the building services design.

Populous will be employed both as architect and lead consultant to ensure full integration of the design and sub-consultants. Our design manager will manage the coordination and performance of the design team to ensure the design team's responsibility of a fully coordinated design. This coordinated design will necessitate the integration of specialists, such as the retractable seating subcontractor. Key package contractors will be engaged at an early stage to ensure all elements of the design are fully coordinated.

The Design Manager and key members of our team will carry out 'squad check reviews'. This is the process of the team reviewing information to meet coordination, procurement, buildability and safety issues and secure buy-in from both designers and our project management team prior to the issue of information for review and acceptance.

Early Stages

Immediately we are appointed we will ensure early engagement with the design team to further understand the key design issues, set out key roles and responsibilities and to integrate our design management processes. We appreciate the design work that has been undertaken before our involvement and will need to integrate and coordinate construction methodology requirements respectfully. We propose a number of immersion workshops within the first week to fully understand the key interfaces, residual design and to finalise and clarify designer scope. Key meetings in this early phase will be those with the two novated subcontract packages to establish how the design of these two packages has developed and how we should integrate the designs into a whole.

We have communicated a project benefit to continue the current design work up to the point of contract award. The key benefit being to maintain programme of the coordinated design. We have also identified that early understanding of the contractor design portion of the retractable seating could allow for further project benefit. During the early immersion meetings, we will seek a clear understanding of any value management options, wherever the source, to ensure that the design team are focused and directed to achieving a cost efficient compliant design.

Maintaining Design Intent

Design is at the heart of every successful project. We will retain the original design team to ensure the design intent is successfully delivered. Our team are experienced in integrating design, as it evolves, with procurement, subcontractor design, temporary works and installation requirements. We understand the absolute necessity to preserve design intent of landmark projects such as the Olympic Stadium, and the enormous value attributed to cutting-edge design, sustainability and master planning. We believe our success with the Aquatics Centre is testament to our ability to maintain and deliver the Employer's design and the architect vision, irrespective of complexity and technical challenges. The design management flow chart (Fig 1) and the Design Inputs and Deliverables Schedules included later in this section provide evidence as to how we will make design submissions for review and acceptance and validate that our proposals maintain the design intent.

Project Assurance

Project Execution Plan

Key to managing the project quality assurance requirements is our Project Execution Plan (PEP). The PEP covers all aspects of the project management, design and quality and ensures coordination across all of the project disciplines and functions. Quality controls in design management are described by the flow chart (fig 1). Each work package is described by our package scope sheets. These describe the package content for the design team to respond with package deliverables, compliance standards through British and European standards,



tests and mock-ups or samples for quality control. Each package is identified by a code that relates to the programme, coordinated BIM, design information and procurement. This process ensures our team convey each package requirement in full to the supply chain for tender and CDP. Scope gap and non compliance risk is minimised and eradicated through work package design reviews or 'squad reviews'. The requirements of compliance from the work package scope sheets are used to cross check that the original design criteria is being met on each work package.

Managing the design process

Our integrated design, procurement and construction programme, scope of designer's service, and work package task sheets are the key management tools used to monitor progress which convey clarity of scope and deliverables to the design team. We have tested and agreed the design deliverables in full collaboration with the key design team members and supply chain specialists. The programme will identify key milestone dates, commercial and sustainability targets to be met, including specialist design input and workshops with specialist contractors.

Our Works Package Design Release Schedule (Design Deliverables) is related to the Design Inputs Schedule and has been developed with the programme as the principal design management tool. This has been developed to include periods for review and acceptance.

Trackers will be implemented to monitor progress against the various statutory approvals. These include building regulations, planning conditions, inclusive design standards, secure by design and sustainability trackers. The trackers available will be developed to include dates for submission to ensure approvals are in place in good time to meet programme. Our design development process map (Figure 1) describes the strategy for managing the design process as an integrated and collaborative team, making best use of supply chain knowledge and expertise. The early development of scopes and package content is a more iterative process followed by a linear process to develop detail design to production design and submittal for client acceptance.

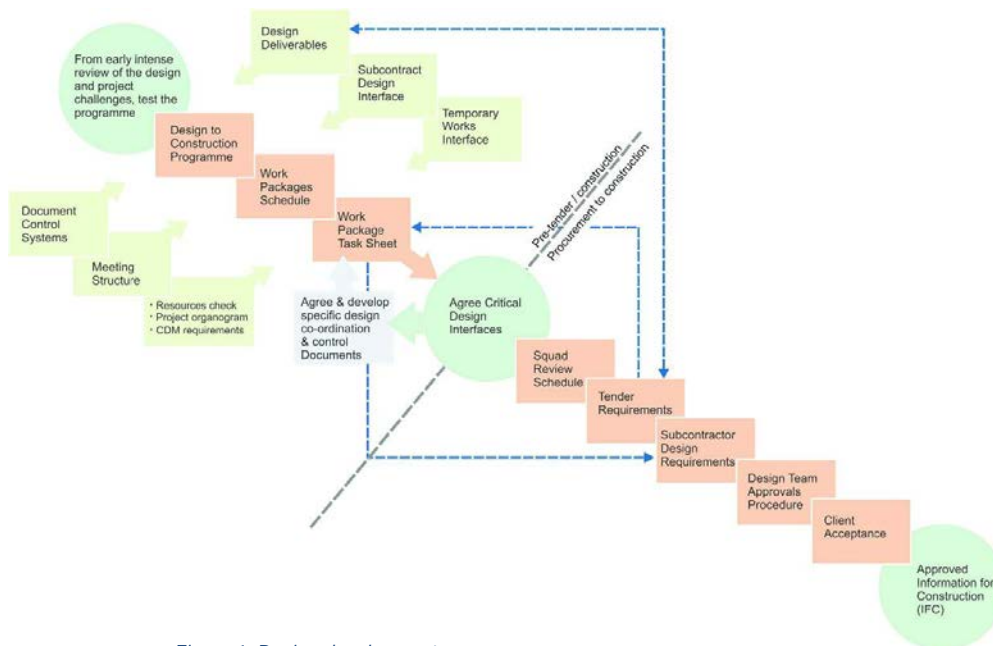


Figure 1: Design development process map

Communication

Effective communication is a critical factor in the delivery of a successful project. We will agree a communication protocol with all parties. We will manage the information flow via the project Electronic Data Management System (EDMS). The EDMS management is included in the PEP and is managed by our document controller. Essentially this will allow free flow and access of information between assigned parties.

Meeting management

We will agree a schedule of meetings with the design team and ensure these are structured and organised to meet LLDC engagement and stakeholder management requirements. Meetings will address specific issues and ensure actions are agreed to meet the project programme. We will organise the appropriate members of the design team to attend meetings with third parties to ensure the correct interest and requirements of all parties are incorporated into the final design proposals. Design Team Meetings will be chaired and minuted by the Design Manager. Design workshops will be chaired and minuted by the respective designer. Design issue trackers will be run to efficiently close issues, work package deliverable trackers to monitor progress and BIM clash detection meetings to resolve coordination and reduce RFIs on site.



Proposals for competence management

The design team will be required to complete two Balfour Beatty competency procedures; CM/2/2/1/P3 - Consultants Practice Information and CM/2/2/1/P4 Consultants Resource & Project Appraisal. The combination of these forms is designed to review the quality management systems and the competence of the design team to carry out their role competently, safely and with the appropriate quality systems in place to ensure compliance with the CDM regulations and the Balfour Beatty expectations to deliver a safely executed project to the highest standards.

Proposals for an integrated Quality Plan

Our quality management procedures require that we review each of the design teams own quality management systems. Our specific Project Execution Plan will be developed to include design management project specific requirements that are fully integrated in the Quality Plan. Identifying quality requirements by work package at the detail design stage ensures that quality standards are understood early by the supply chain and our management team, through the tender process.

Interface management

An Interface schedule has already been produced for the project. We have also carried out our own Design Gap Analysis and produced a Design Risk Schedule and Interface Schedule to review the areas where information is required. We will determine where there is design risk in the design development and establish further items where interfaces will require identification and scoping. This covers both project and external interfaces. At one of the early emersion workshops we will review this combined schedule to establish what further design work is required, who should be responsible and who should manage the interfaces. The existing schedule will also be reviewed and an updated combined schedule produced for the design manager to manage and keep up to date.

Interface management will also be carried out through the BIM environment where interfaces can be simulated in detail and reviewed through options like clash detection. We have discussed the BIM environment in detail with the design team during the tender period to facilitate integration of the design.

Interface management will also be required throughout our supply chain such that we will select companies that can work comfortably within the BIM environment. It will be our responsibility to ensure that any model information received from our supply chain is in the correct formats, adheres to the project BIM Standards and is of sufficient quality to add to the central BIM environment. We will incorporate supply chain model information into a coordinated set of construction models and perform our own clash checking before publishing to the central BIM environment. We will also add this information to our 4D Construction and Logistics Sequences to plot methodology and programme. In order to achieve this, we facilitate BIM workshops with our supply chain partners. These sessions will be organised by the BIM Coordinator and will cover BIM project expectations, BIM standards and protocols, BIM process, project templates, support and guidance and Q&A.

Documentary evidence

We include the following documents in Appendix 2.2.6

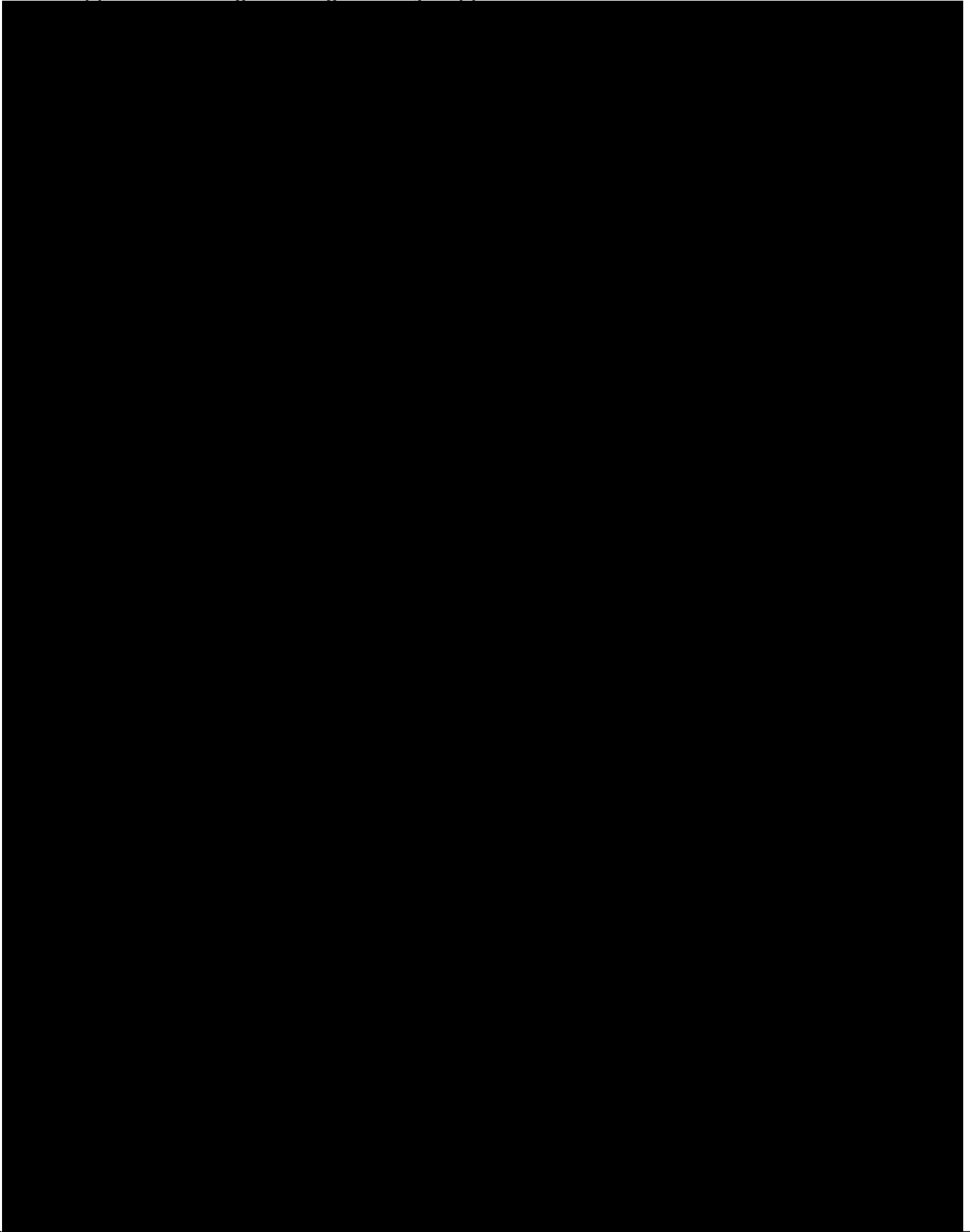
- Design Packages & Key Suppliers (Appendix A)
- Design Deliverable Schedule (Appendix B)
- Design Inputs Schedule (Appendix C)
- Organisation Chart (Appendix D)
- Resource Histogram (Appendix E)

The additional documents are also included in Appendix 2.2.6:

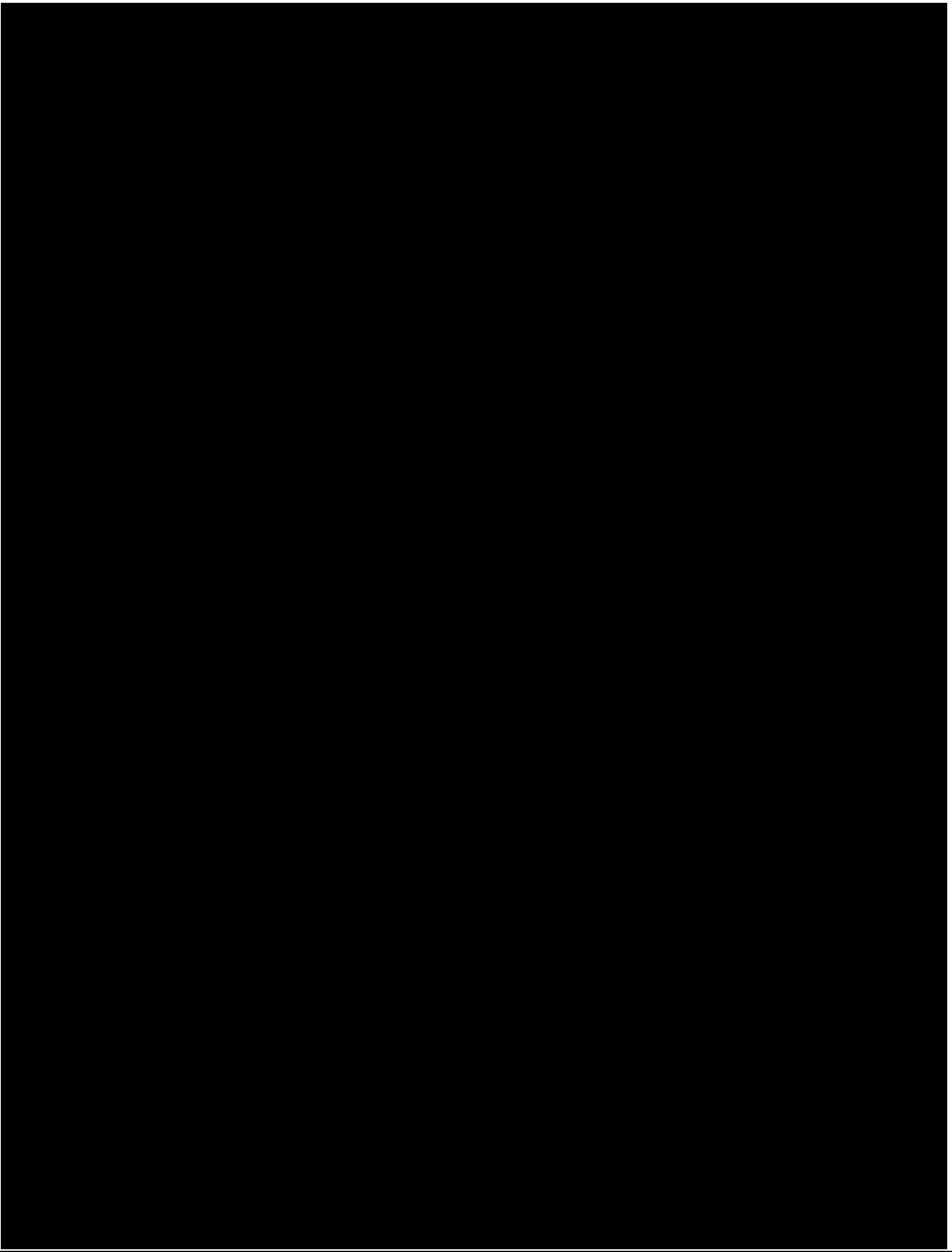
- Resource Schedule (Appendix F)
- Consultants Practice Information (Appendix G)
- Consultants Resource & Project Appraisal (Appendix H)



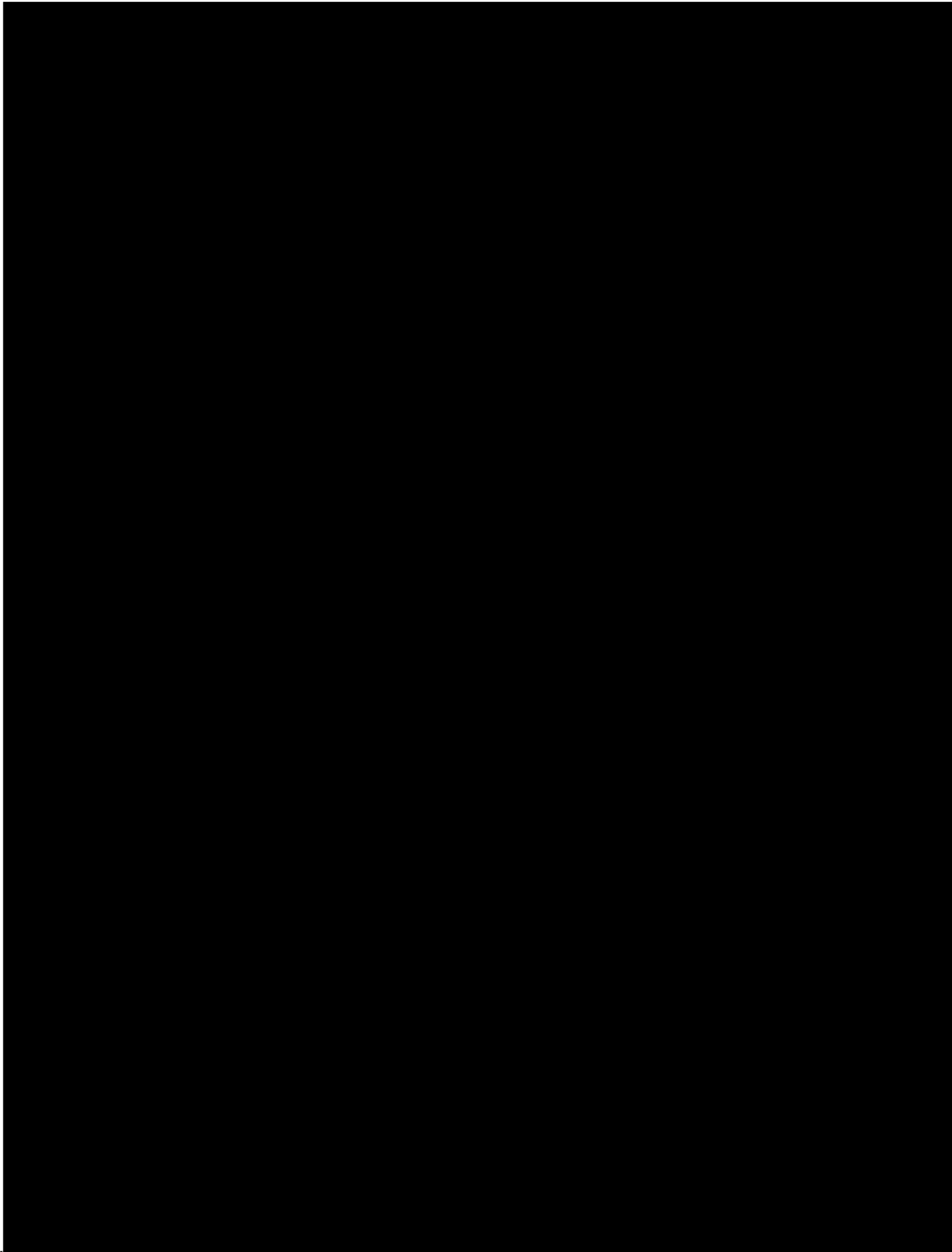
2.2.6 Appendix A Design Packages & Key Suppliers



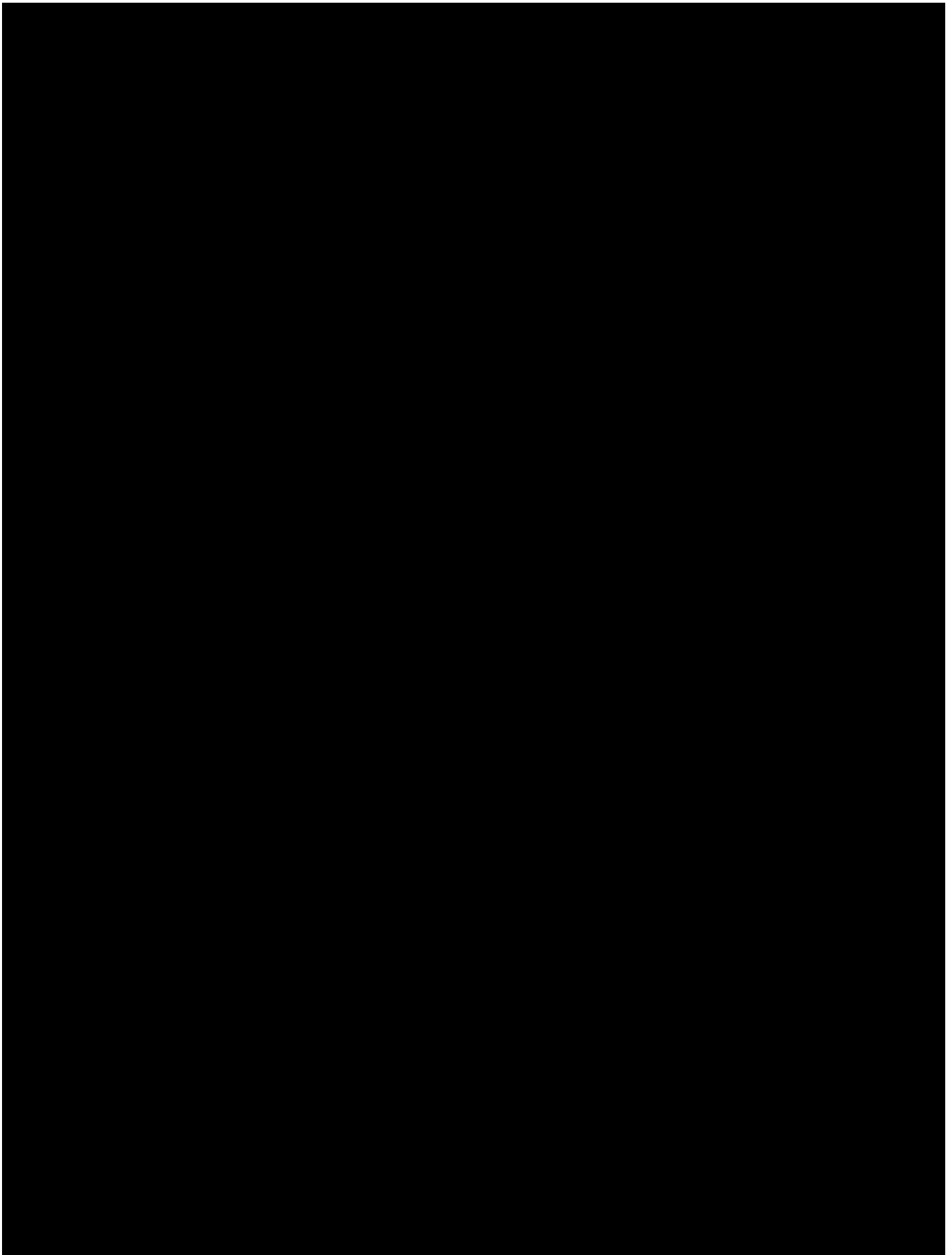
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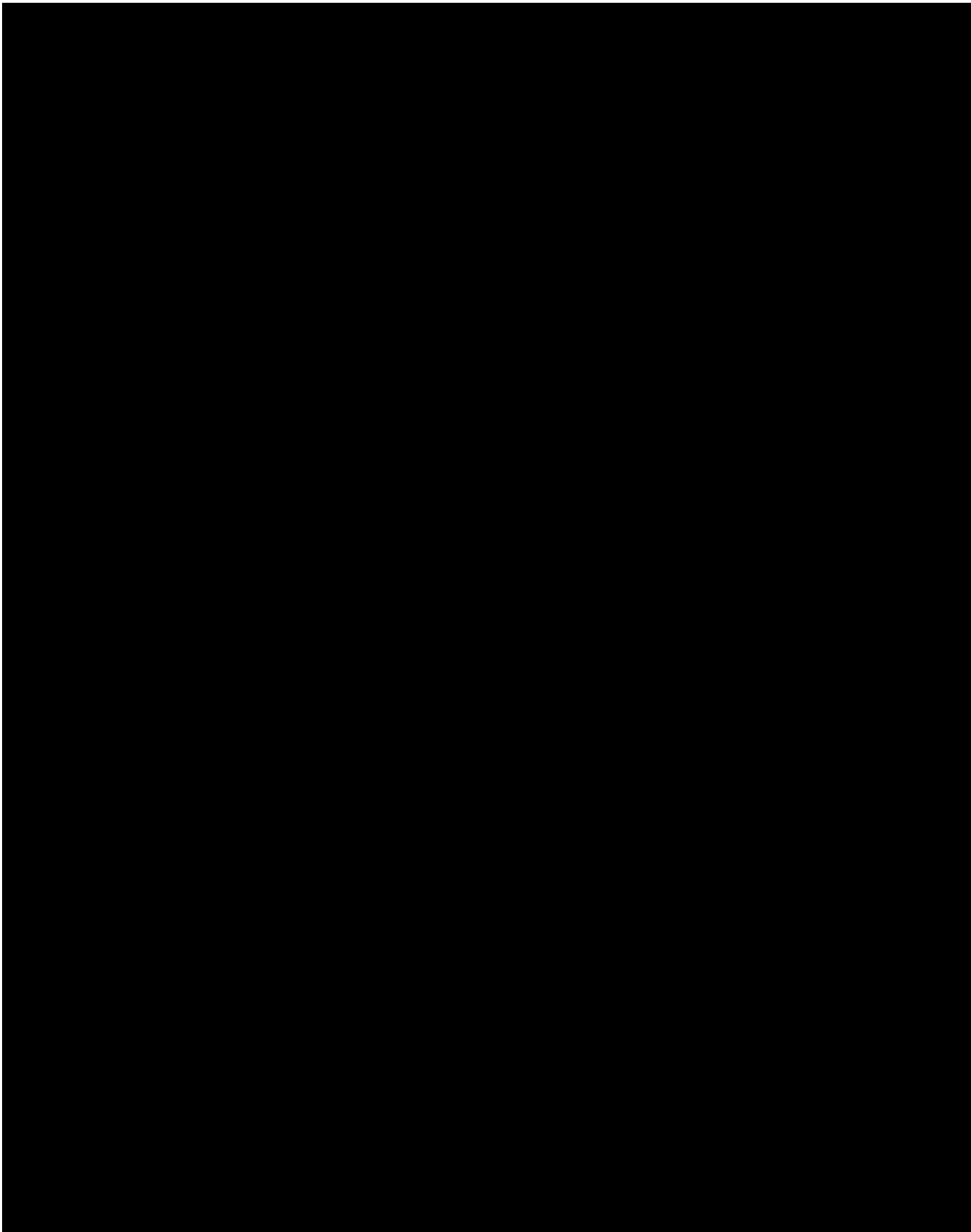
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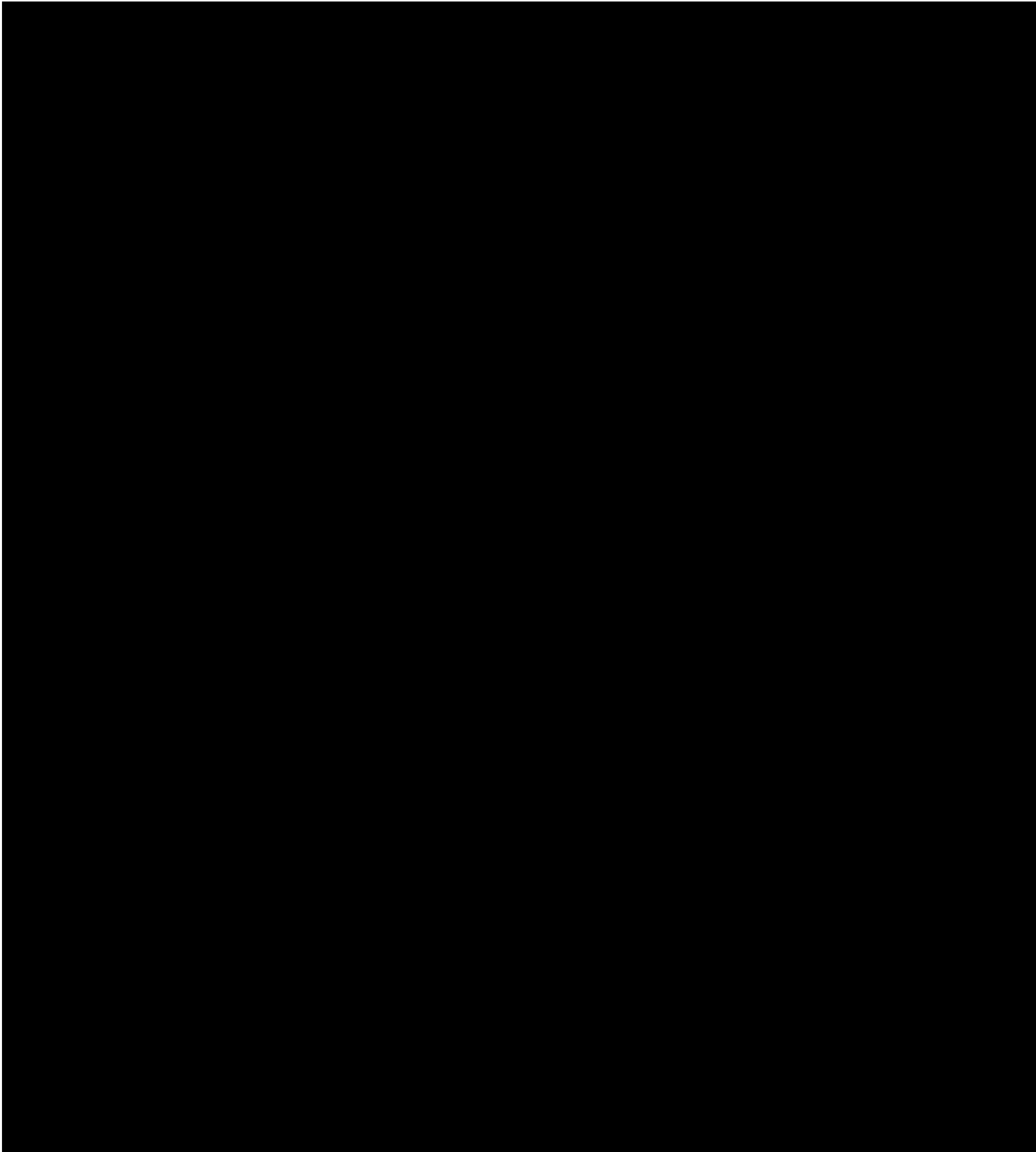


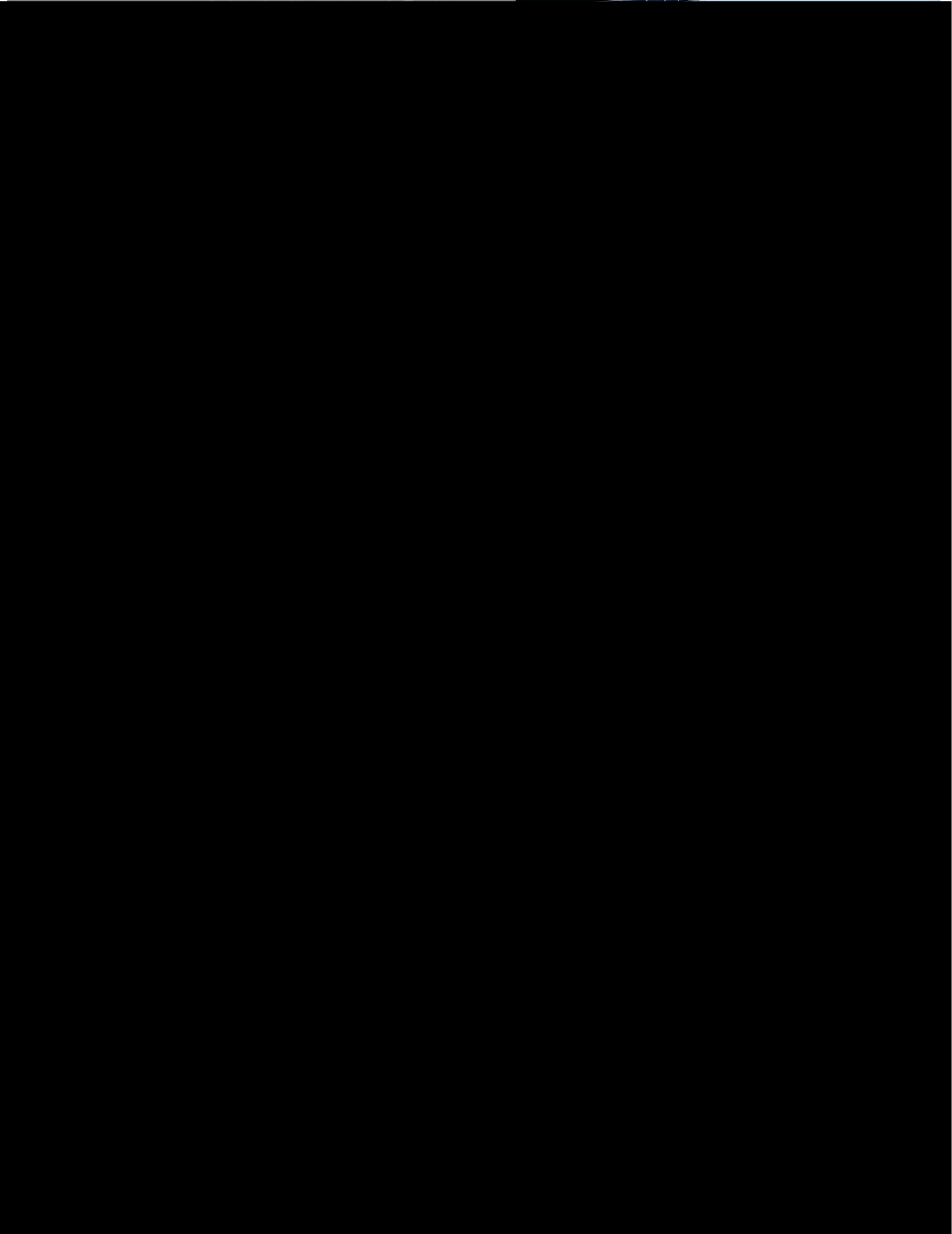
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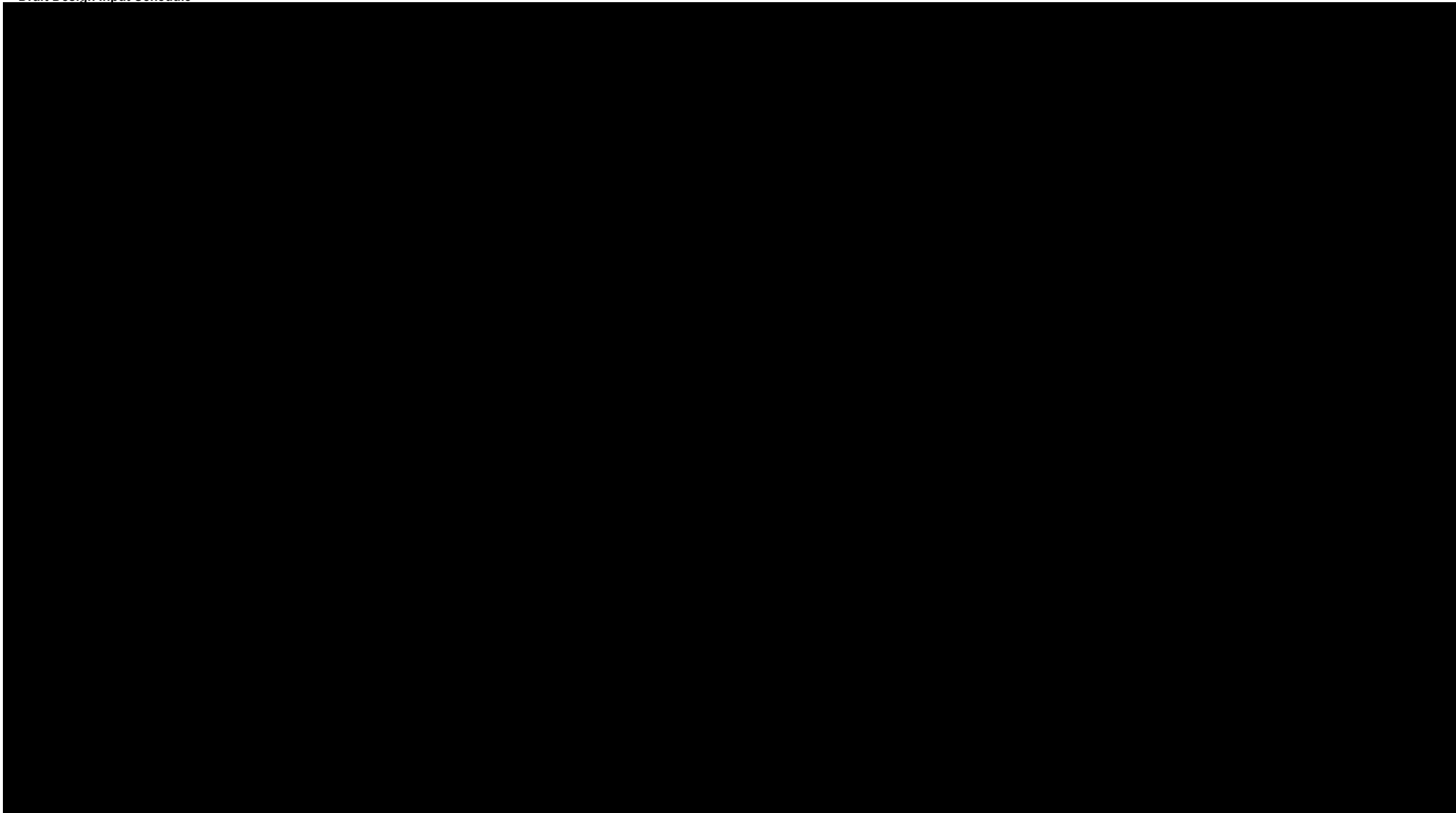




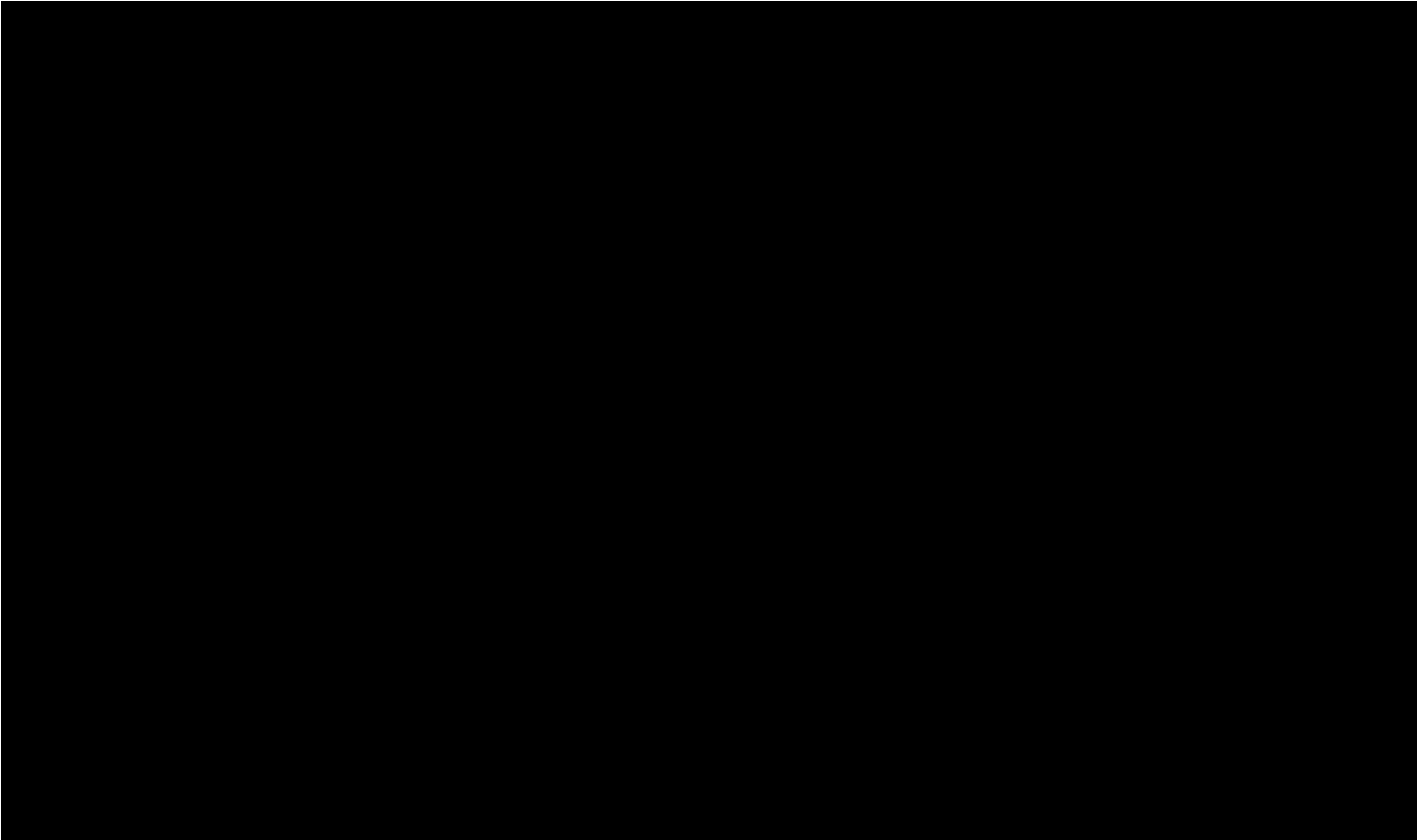




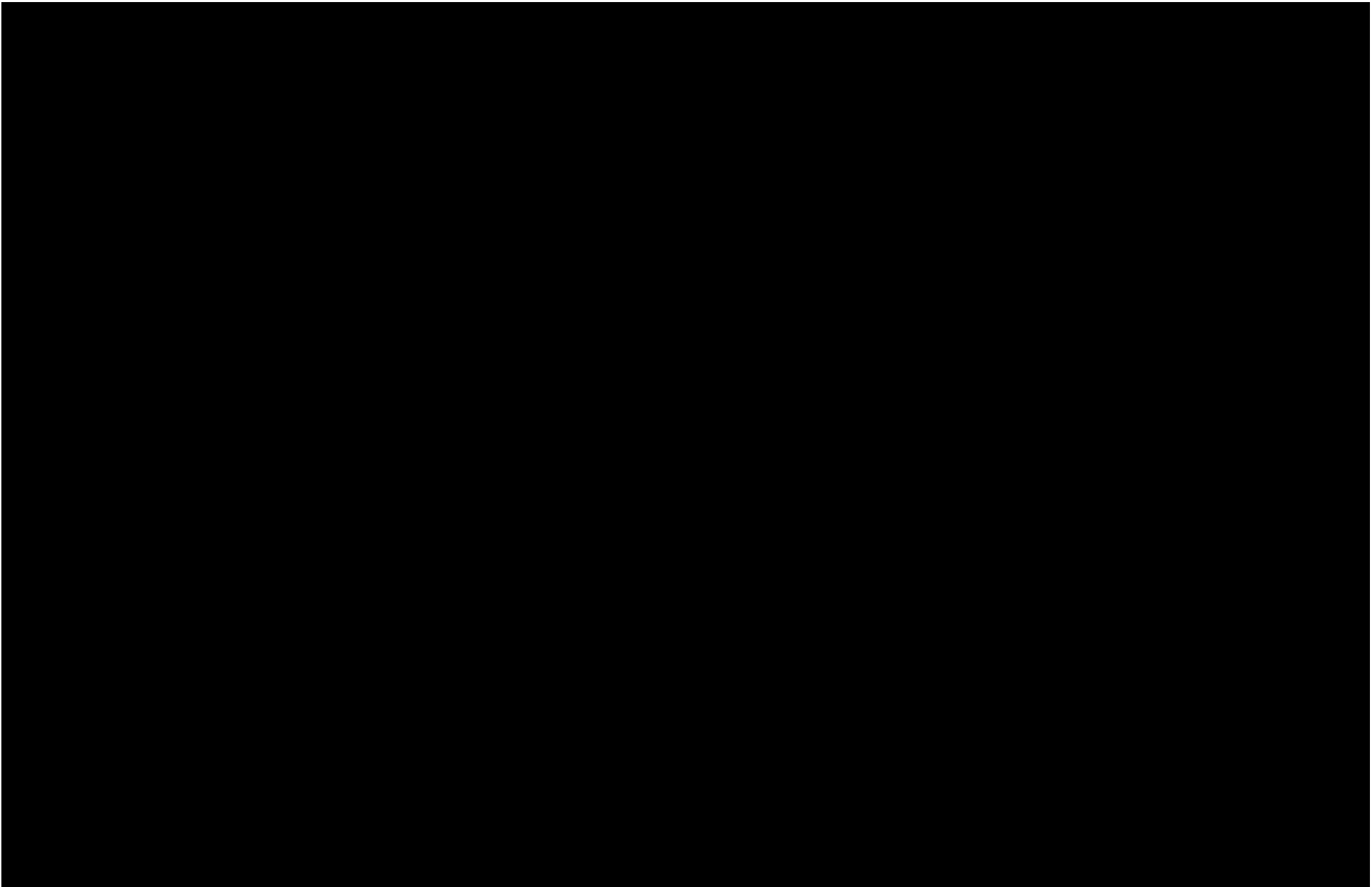
Draft Design Input Schedule



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personnel named on the permit or; d)

PART 2: Other Documentation

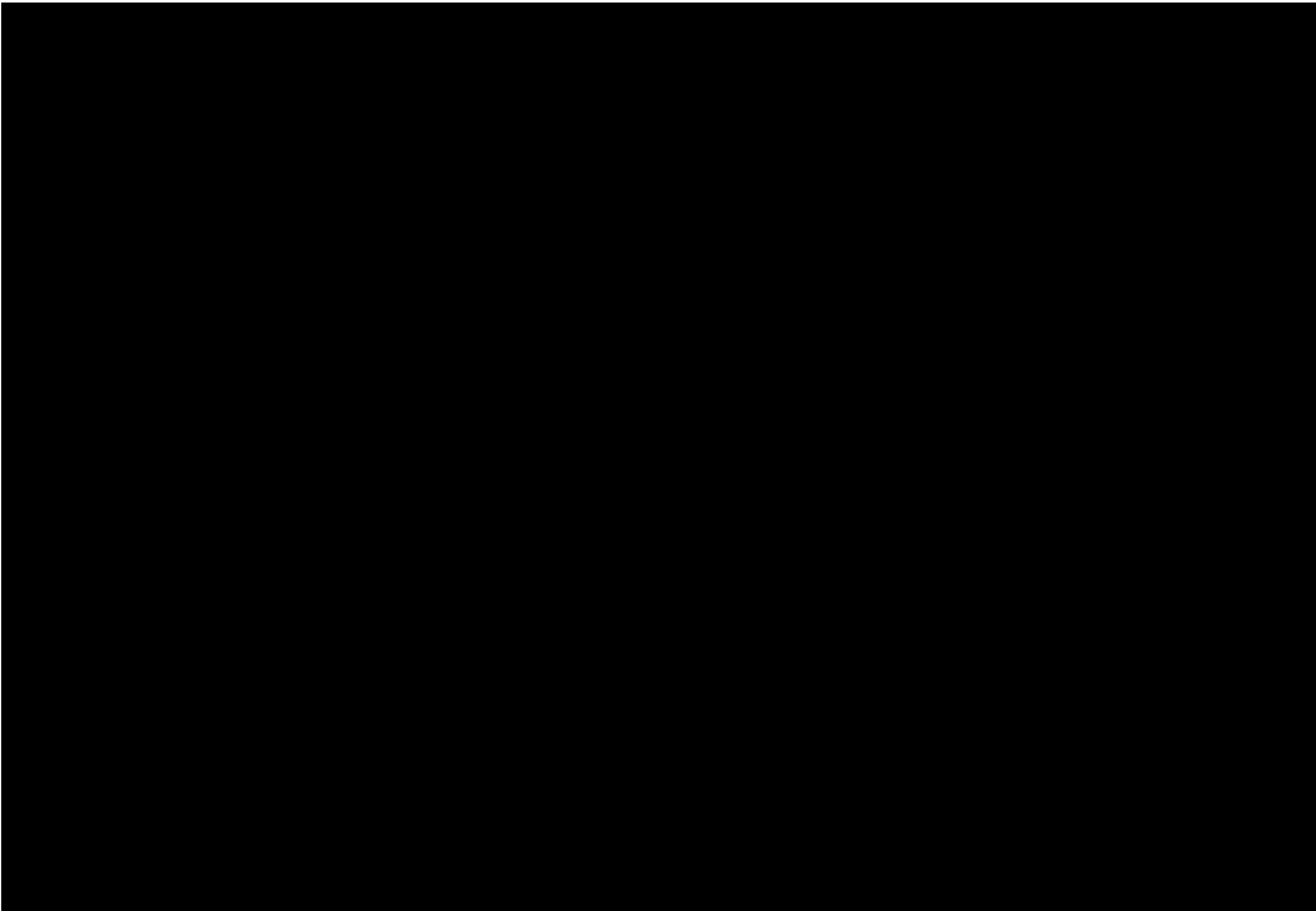
Copies of any other Permits to Work other Permits listed below, the Resp work detailed in the **Scope of Work:**

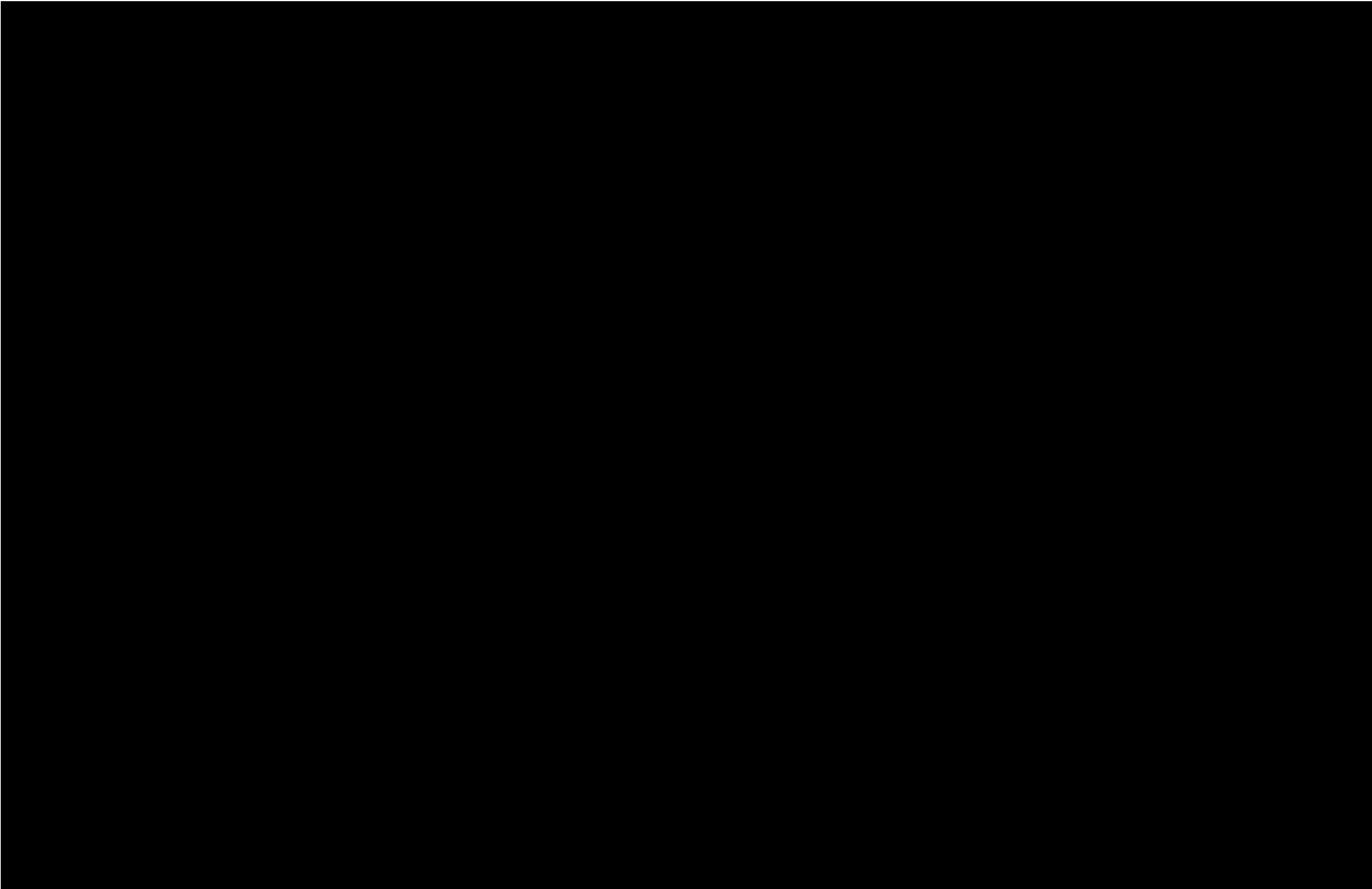
Type / BBWQF No	Permi

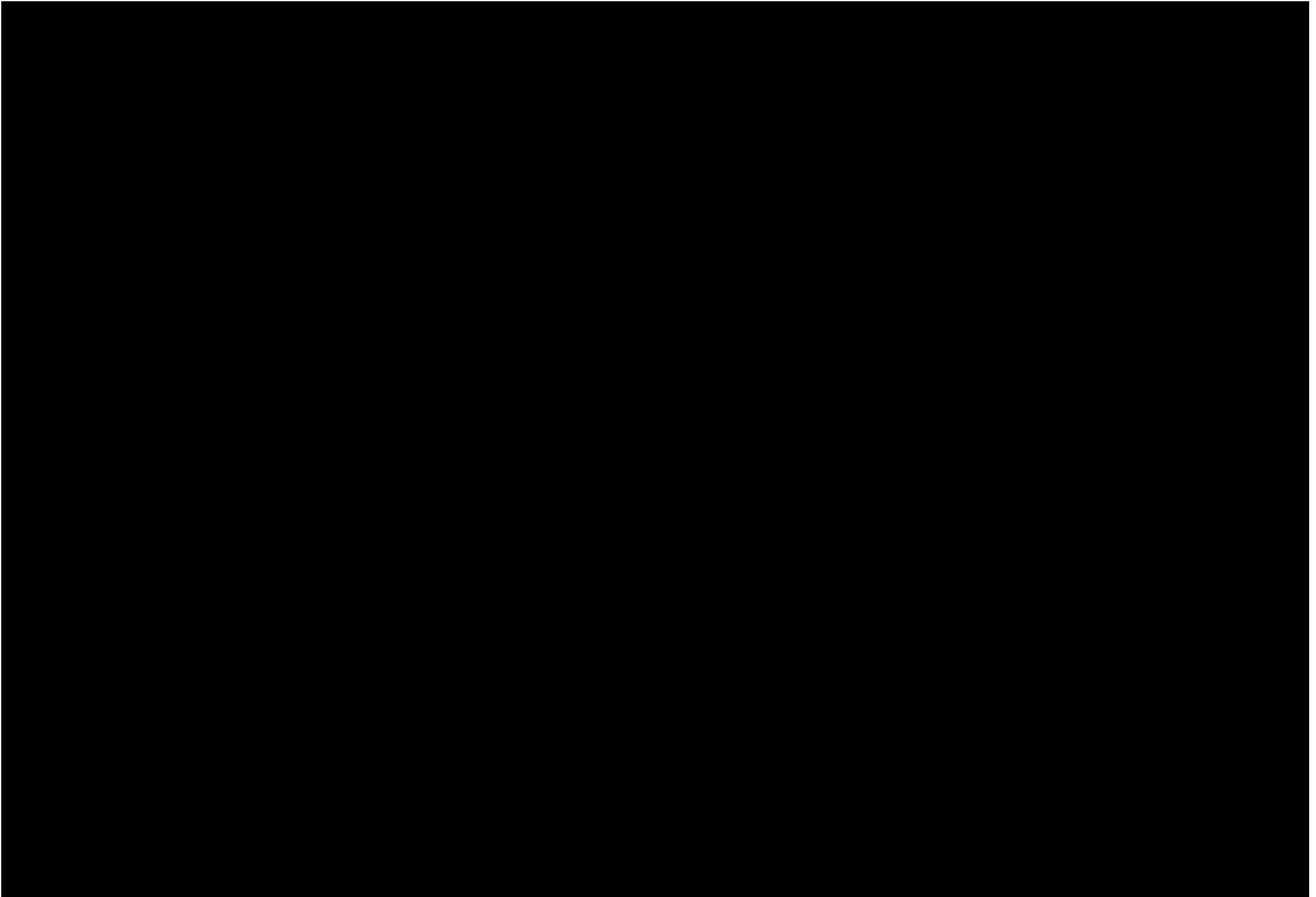


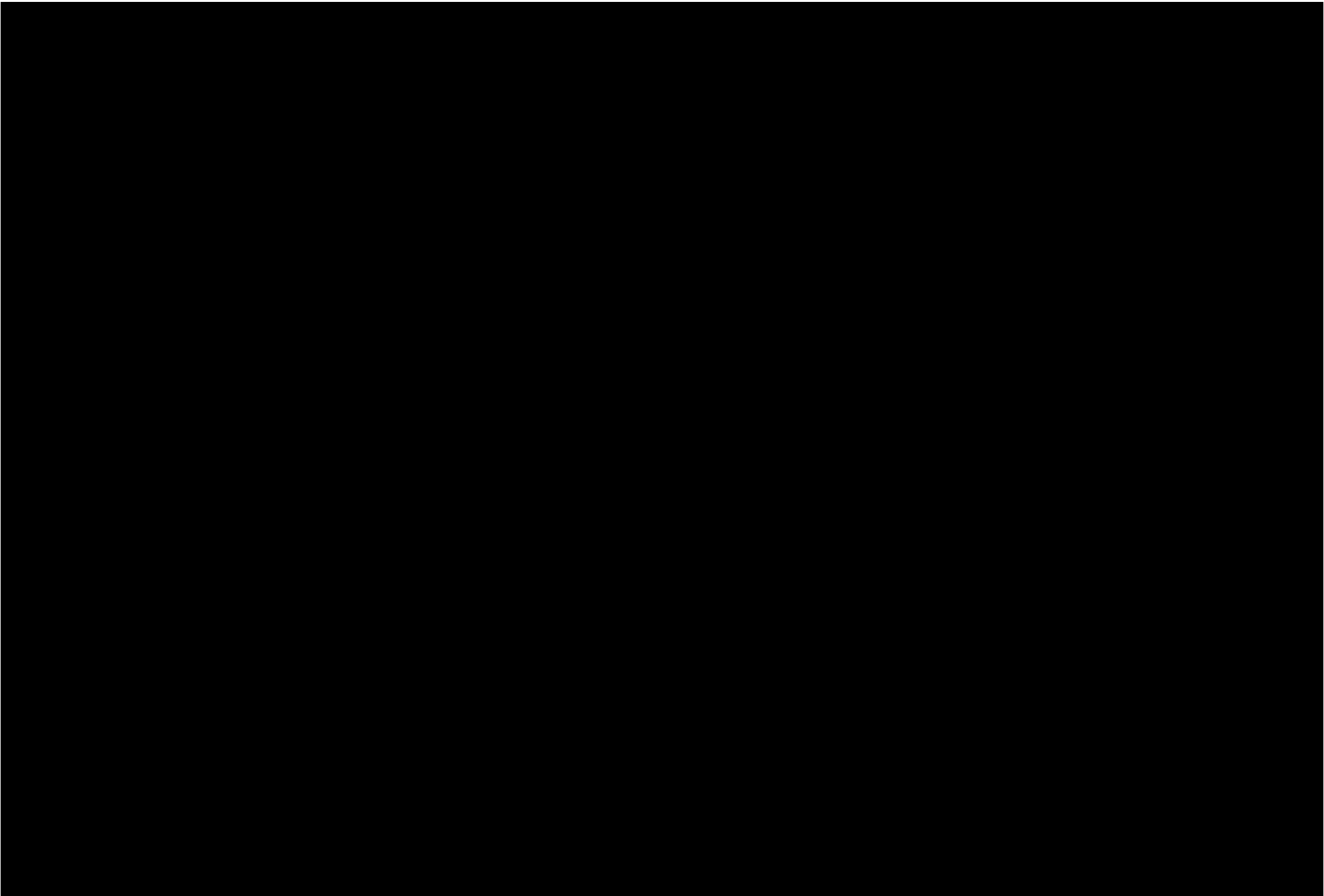
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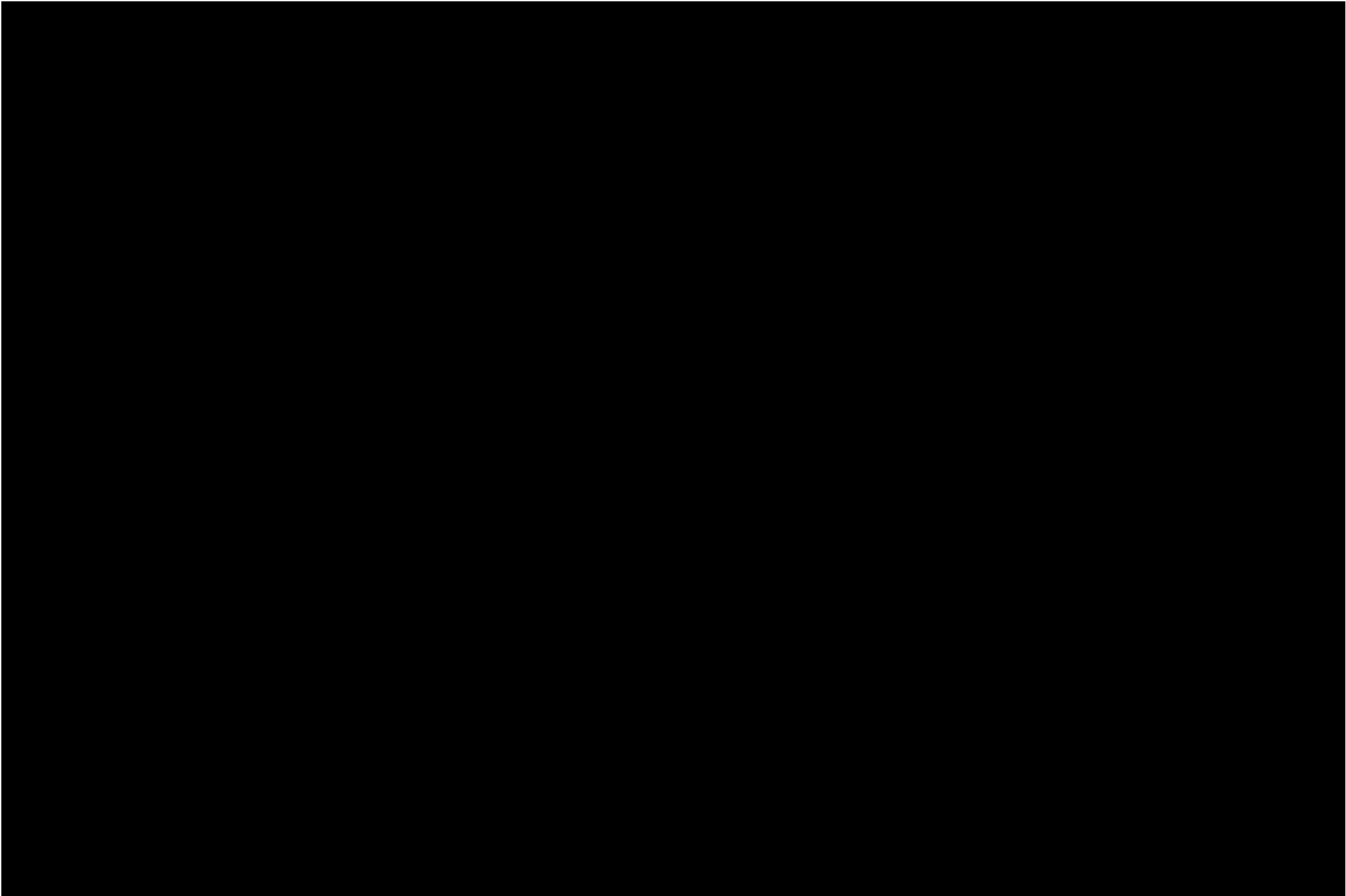
A Please refer to separate charts for each company shown above

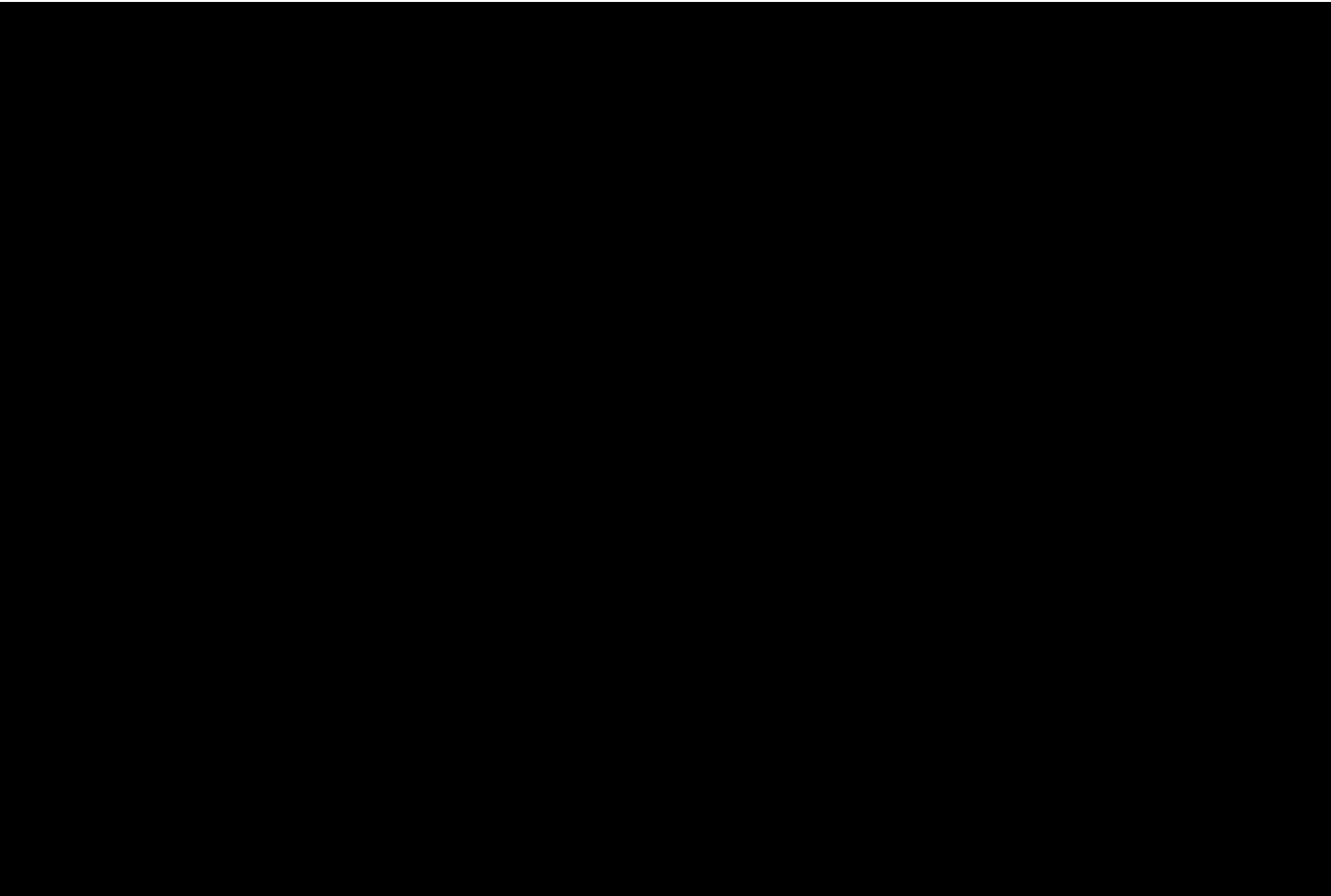


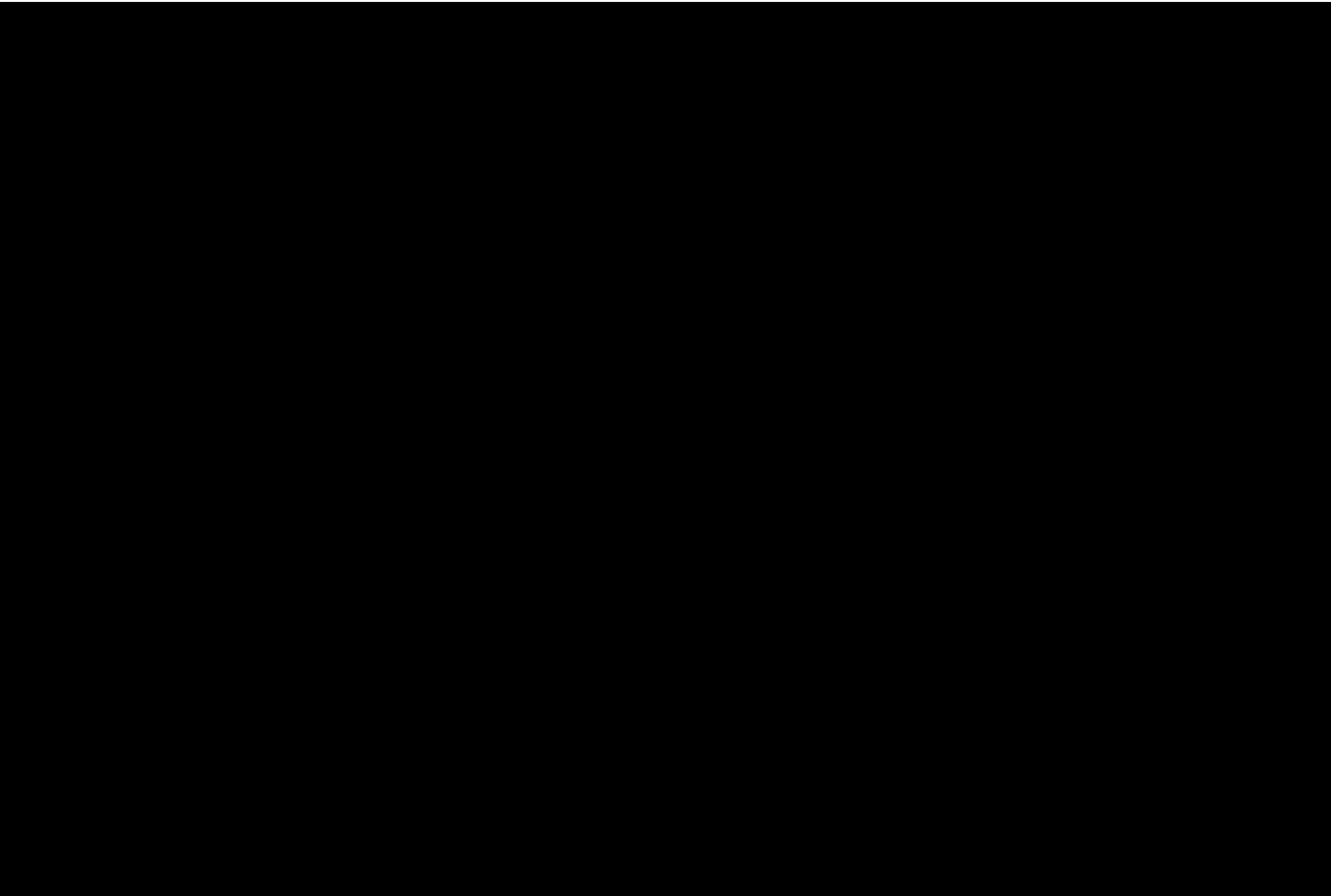




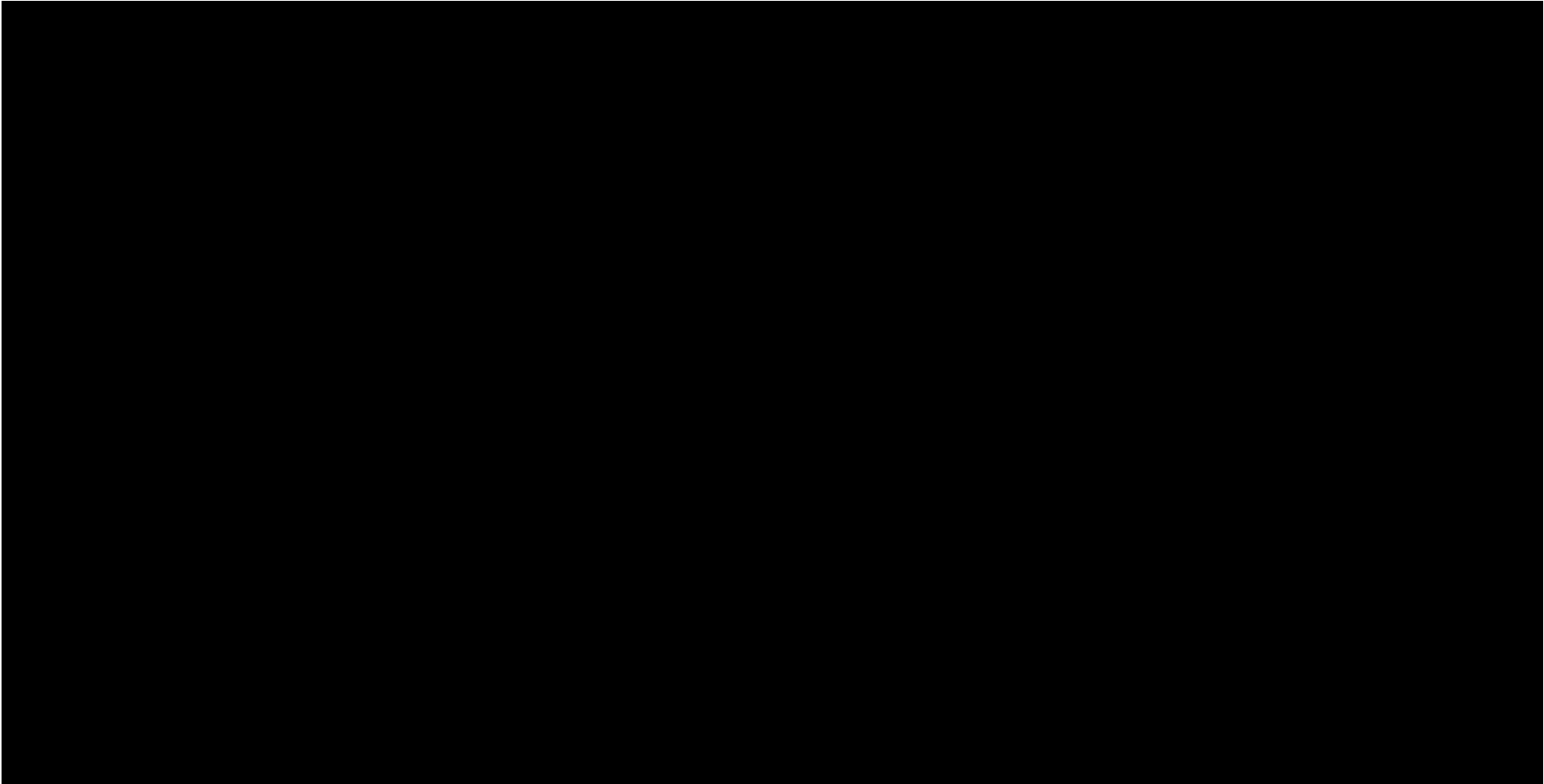




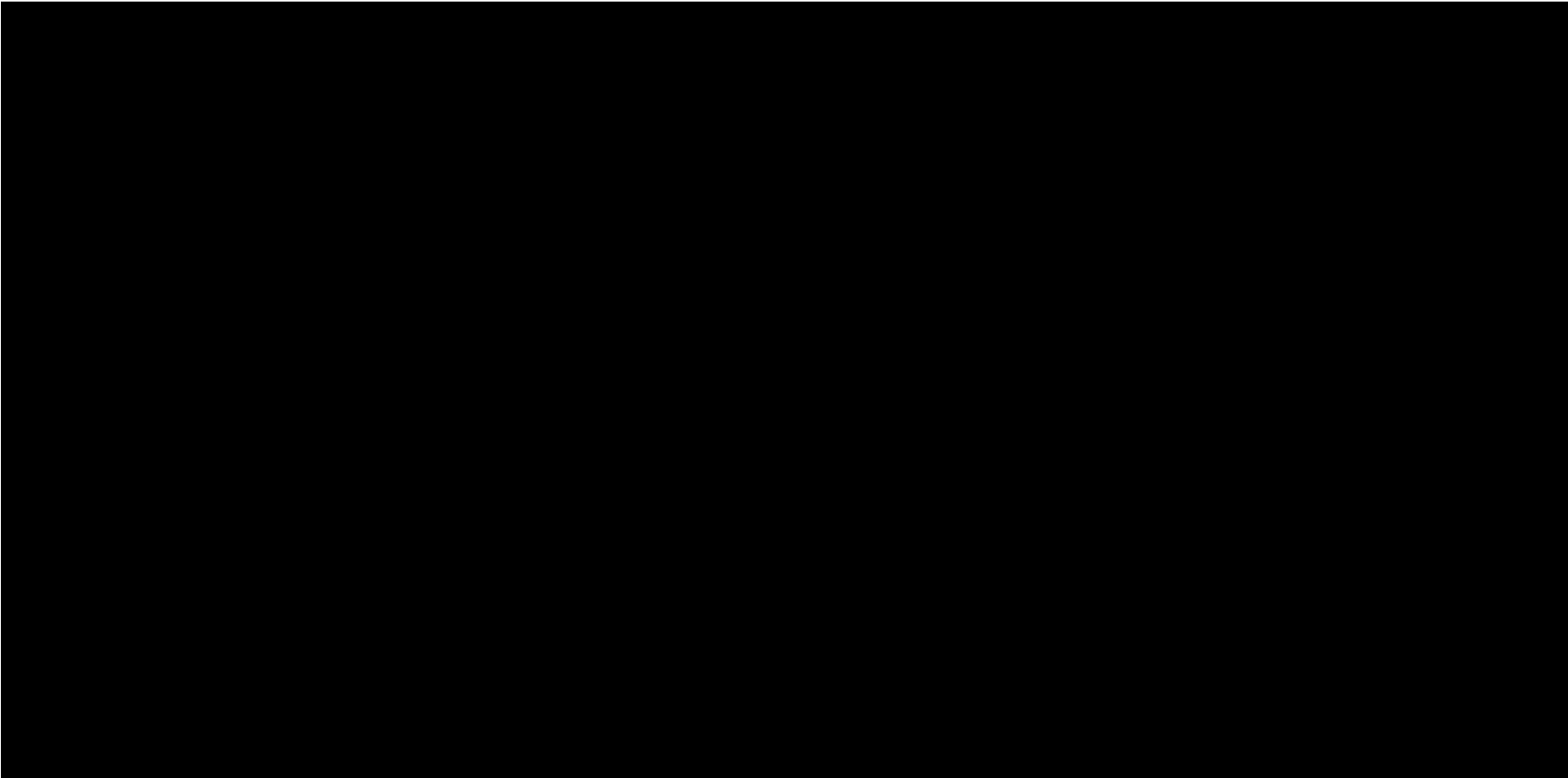




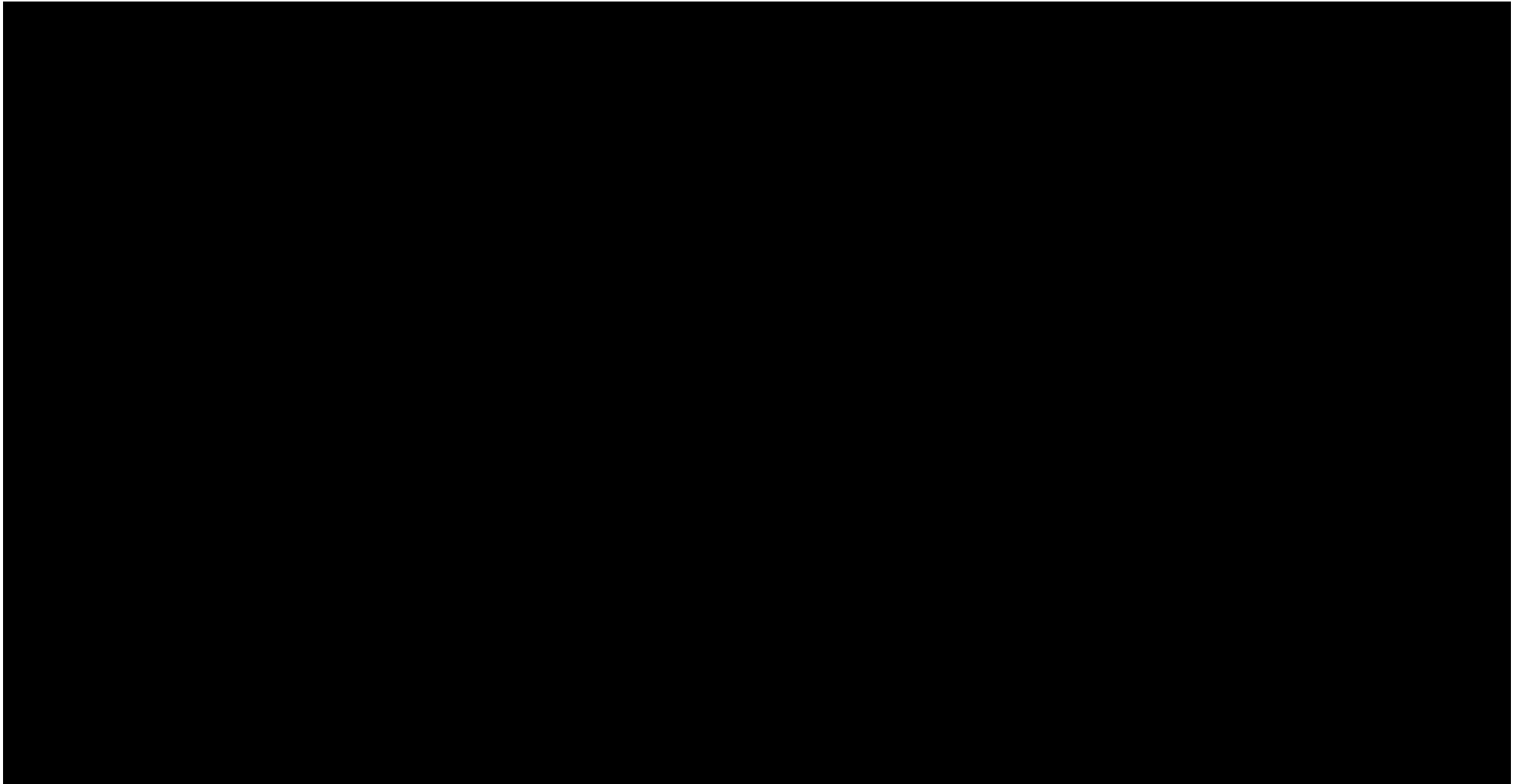
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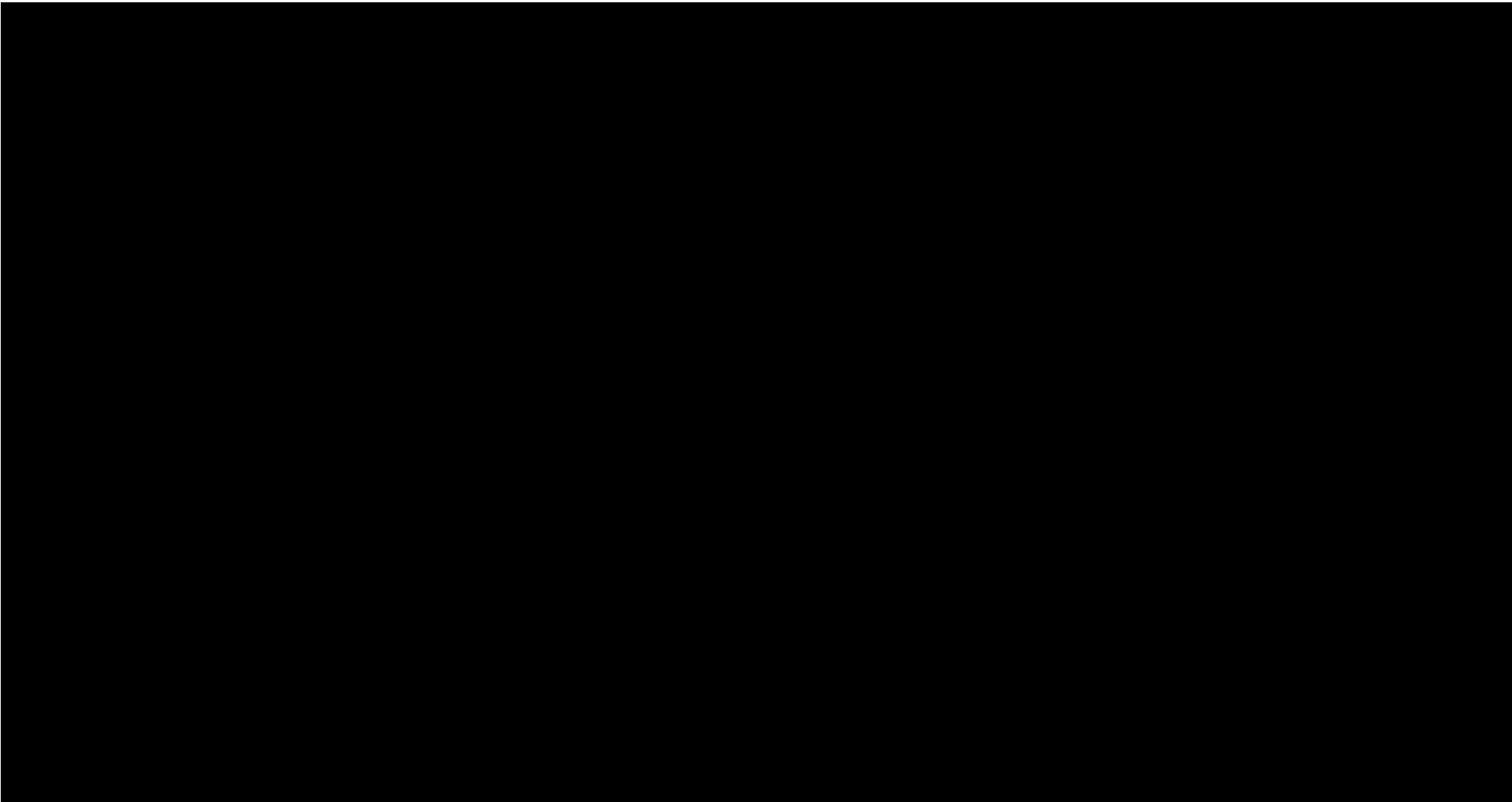
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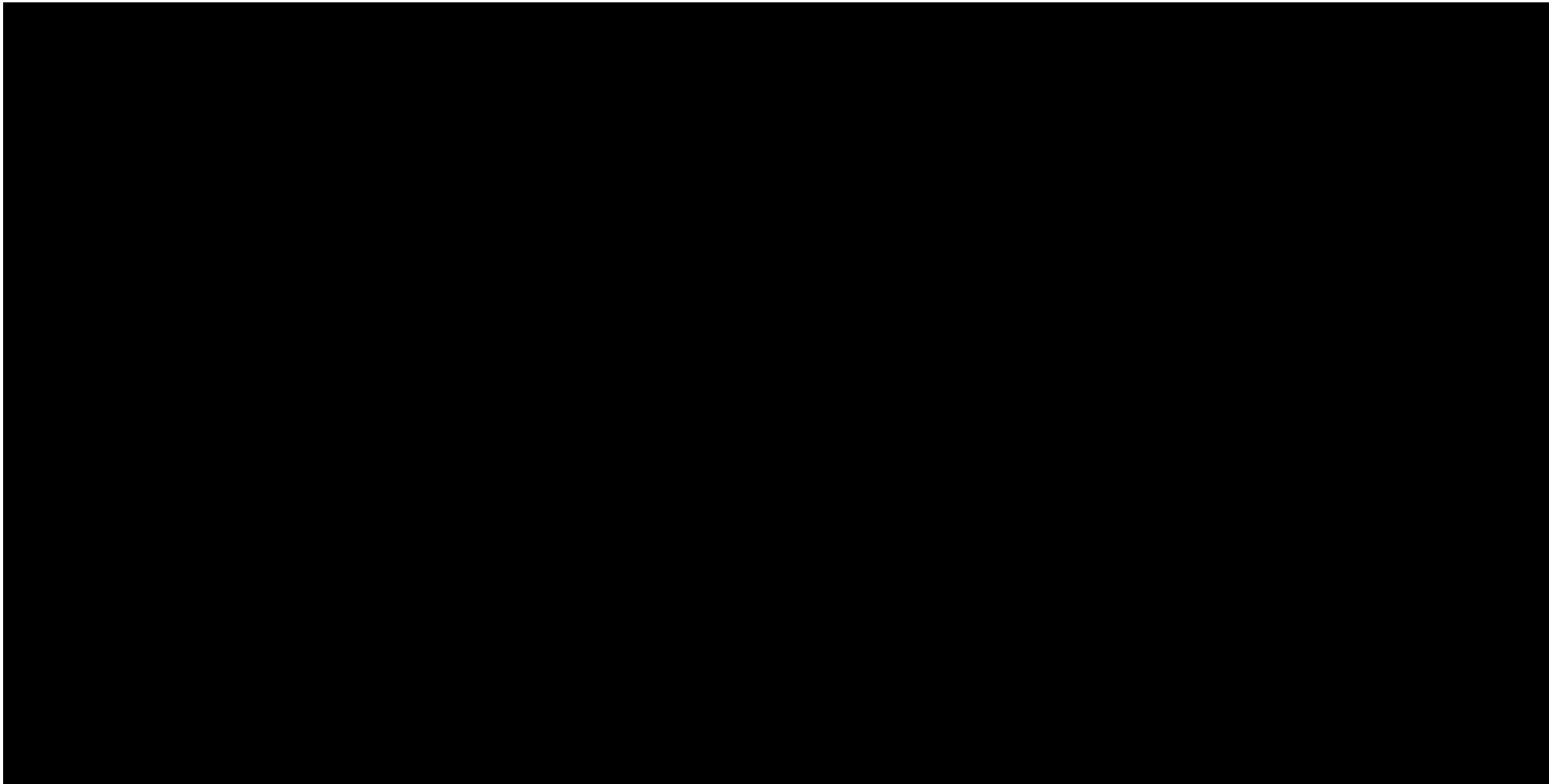
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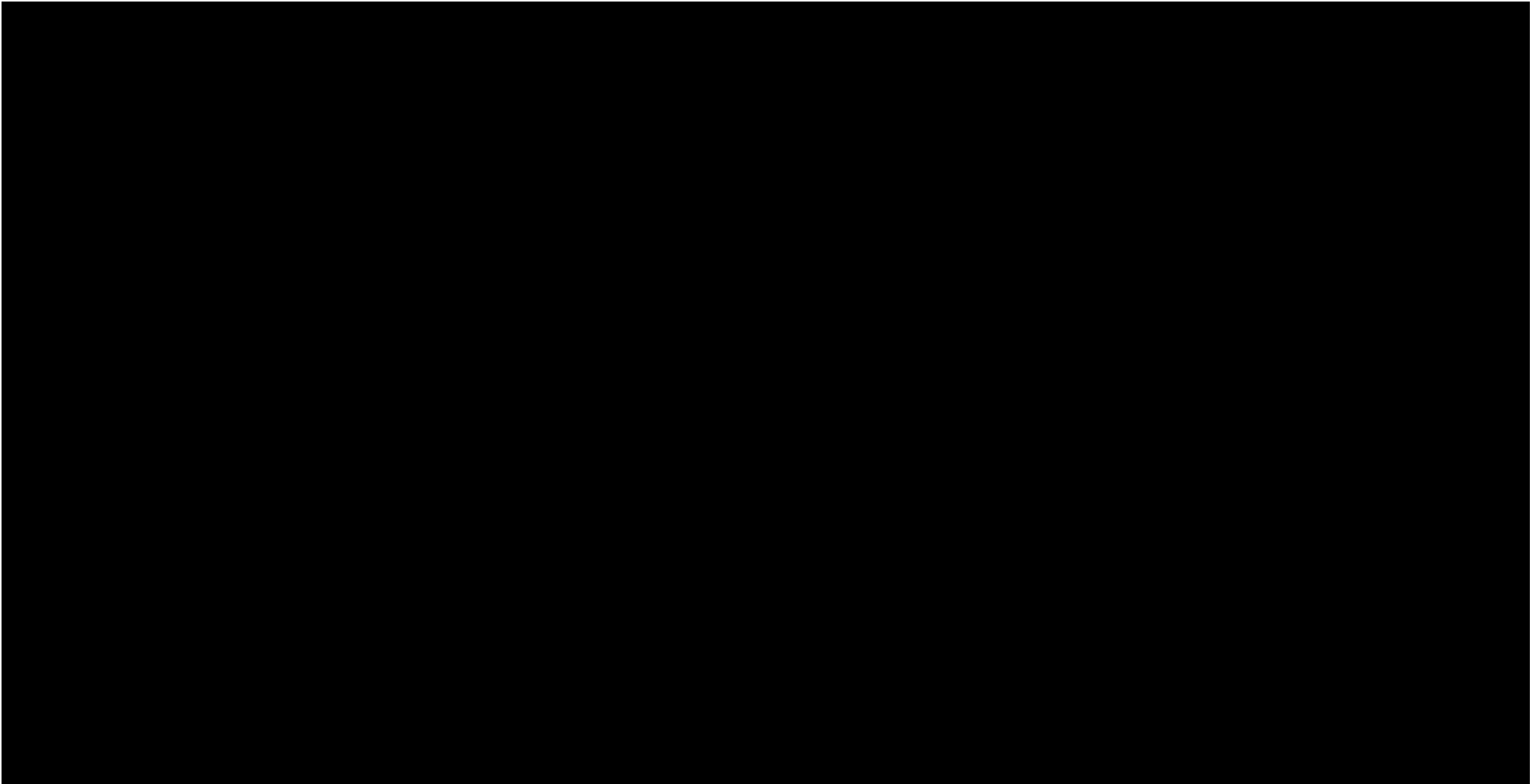
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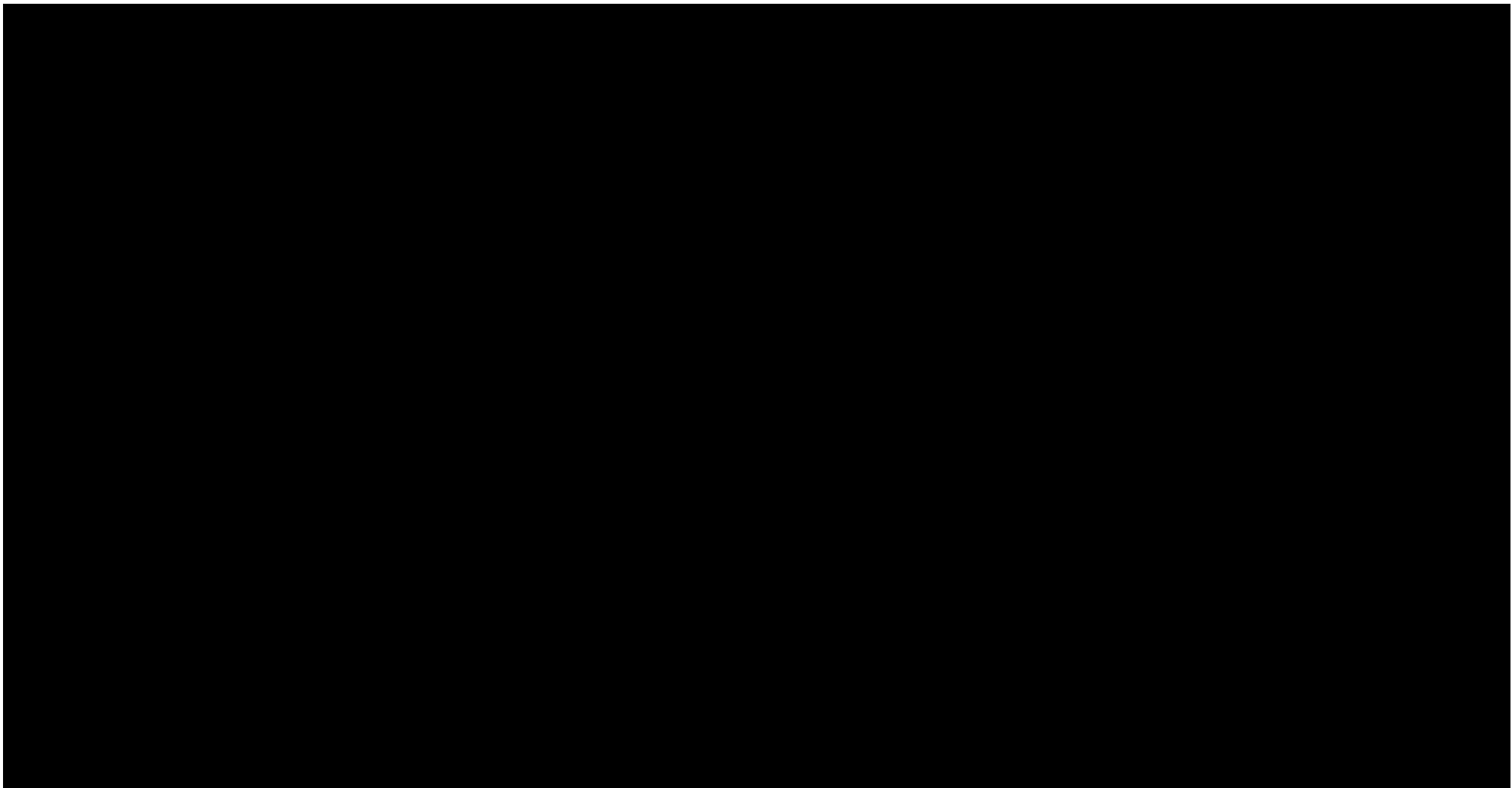
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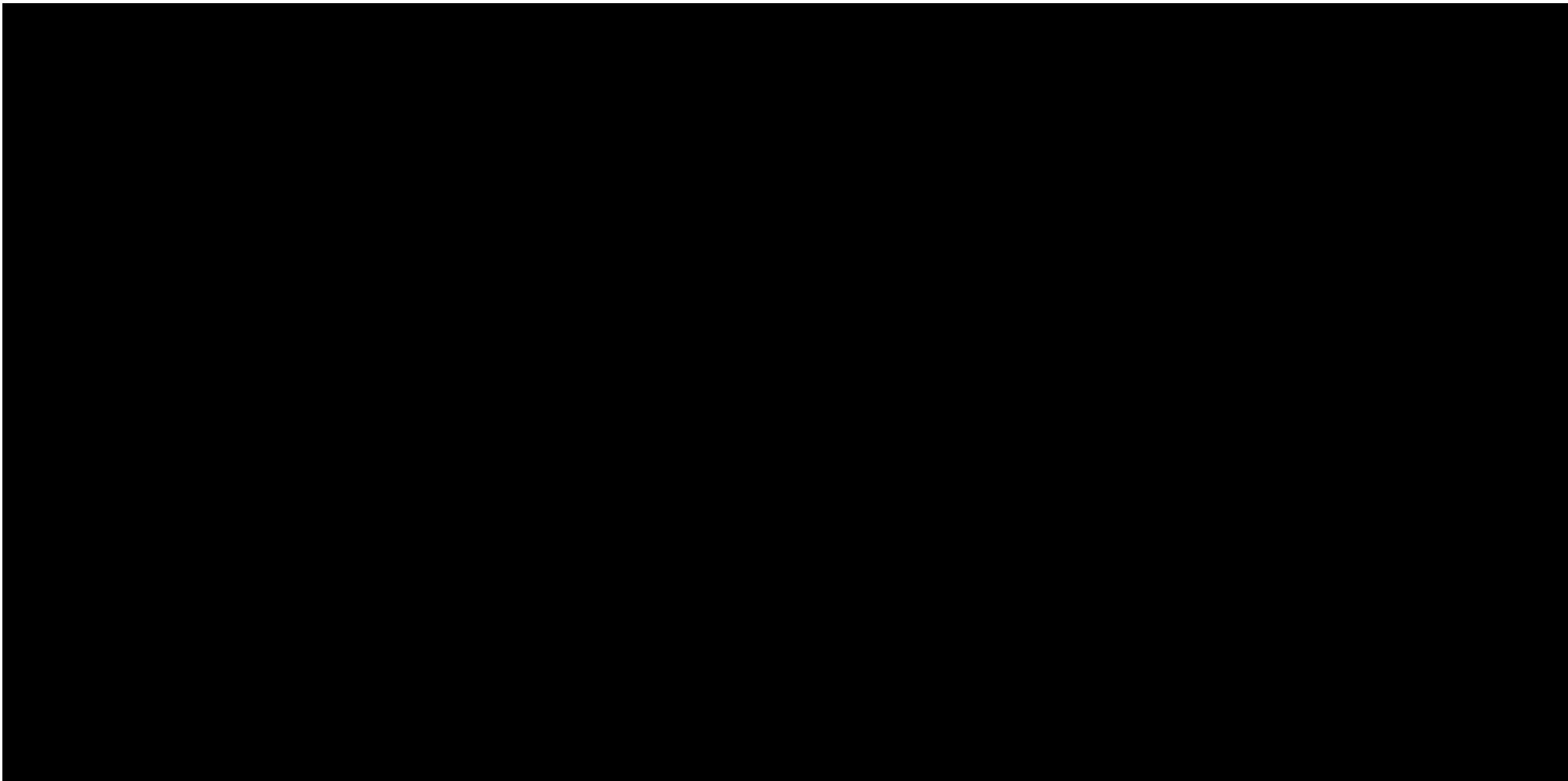
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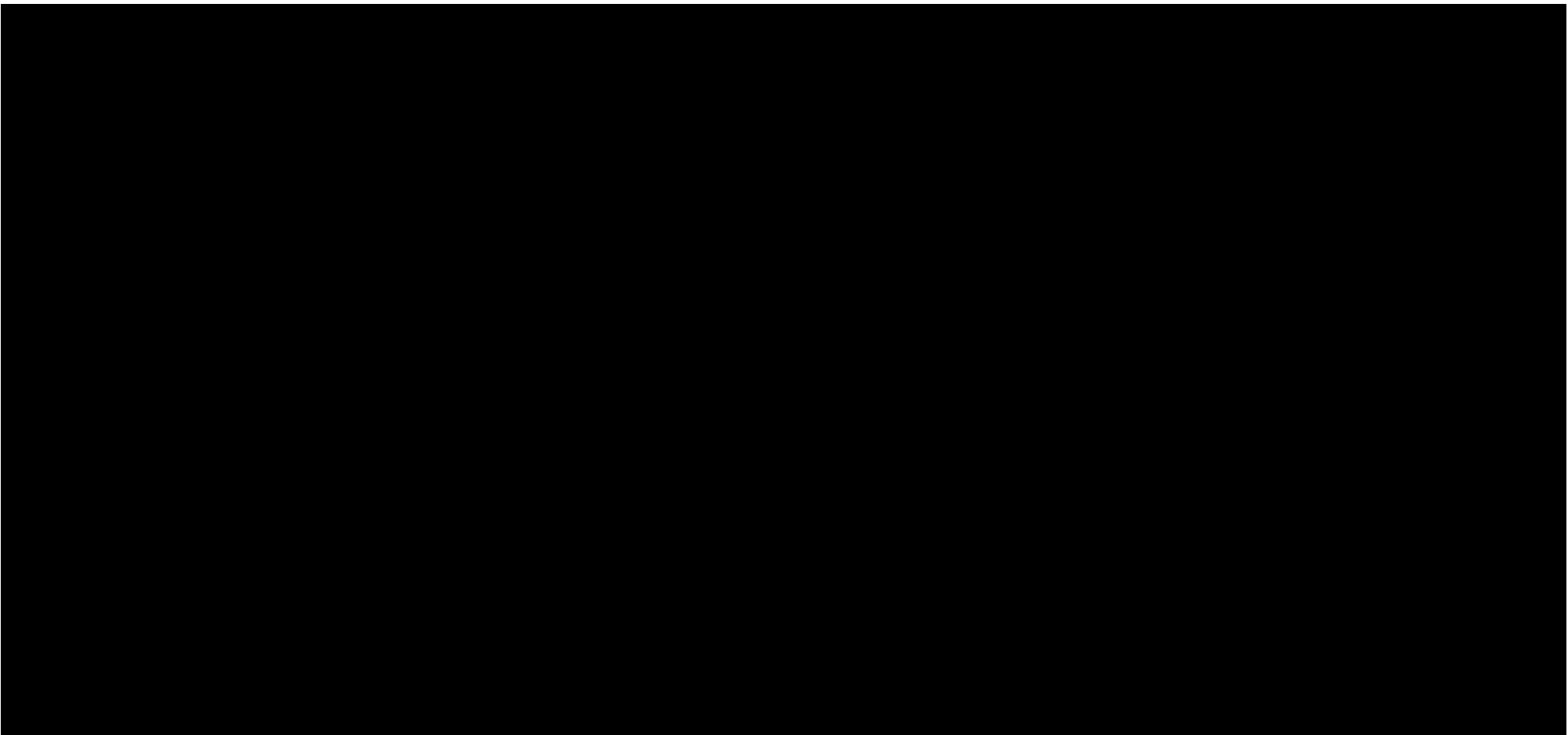
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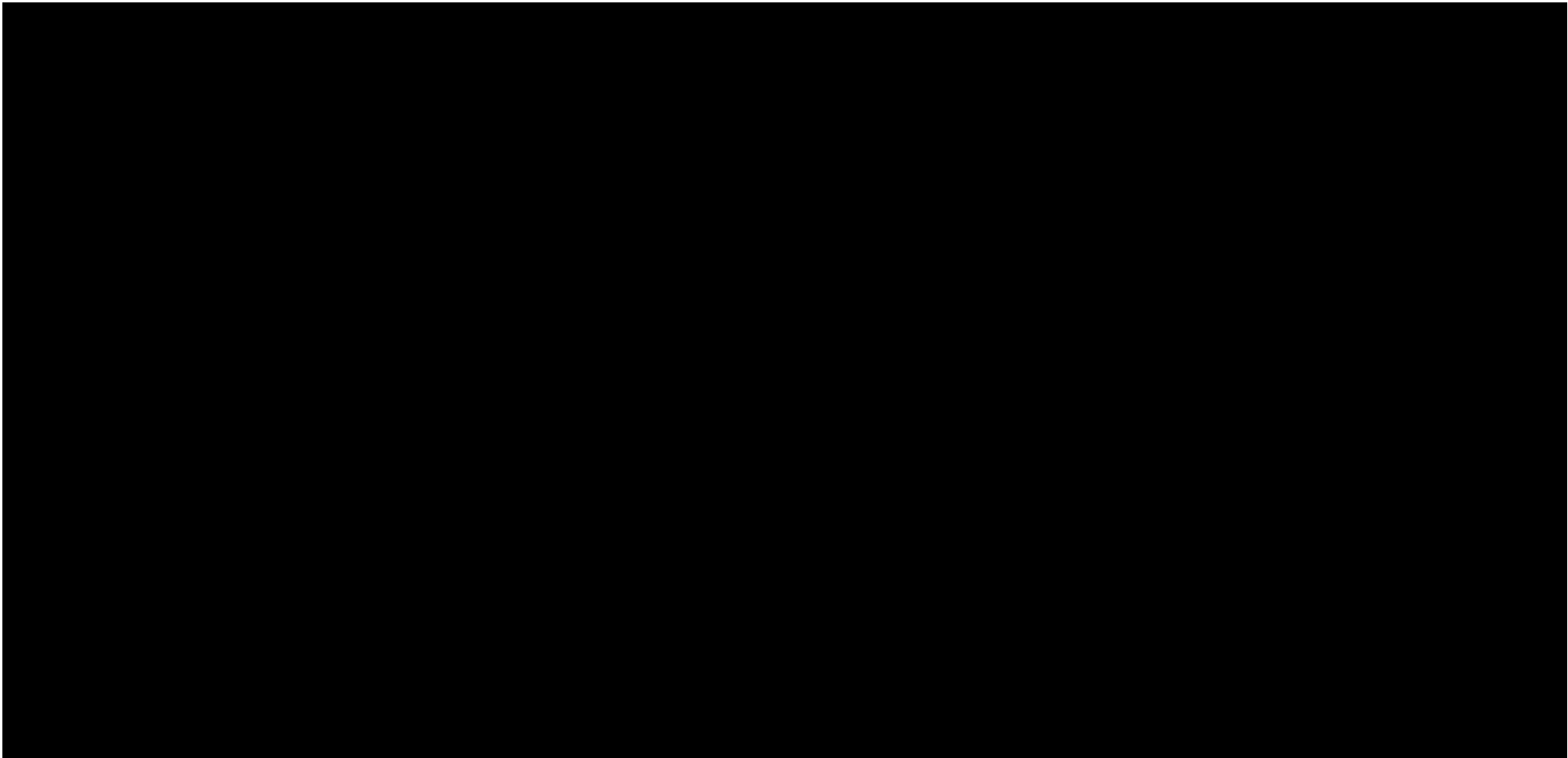
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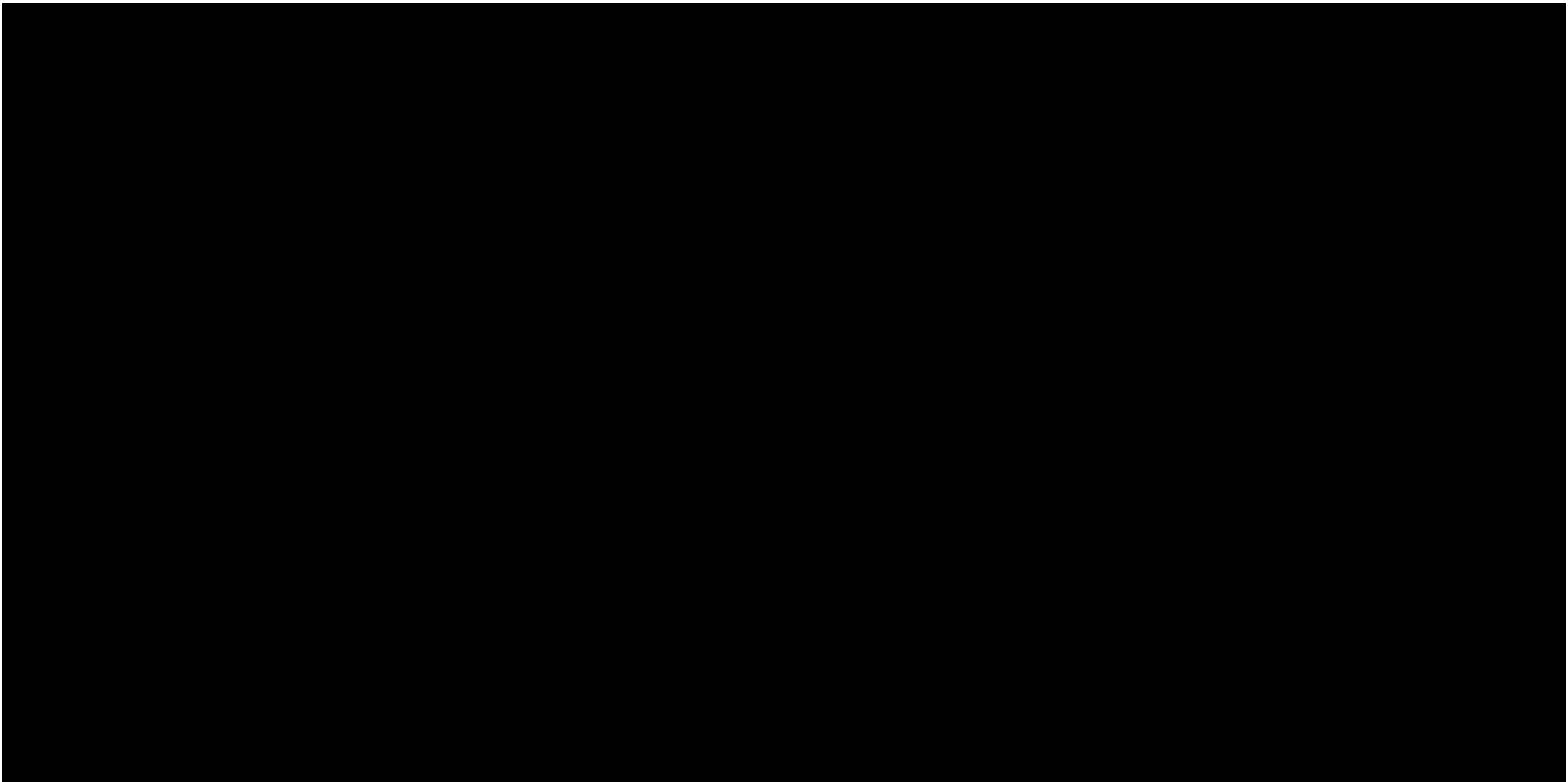
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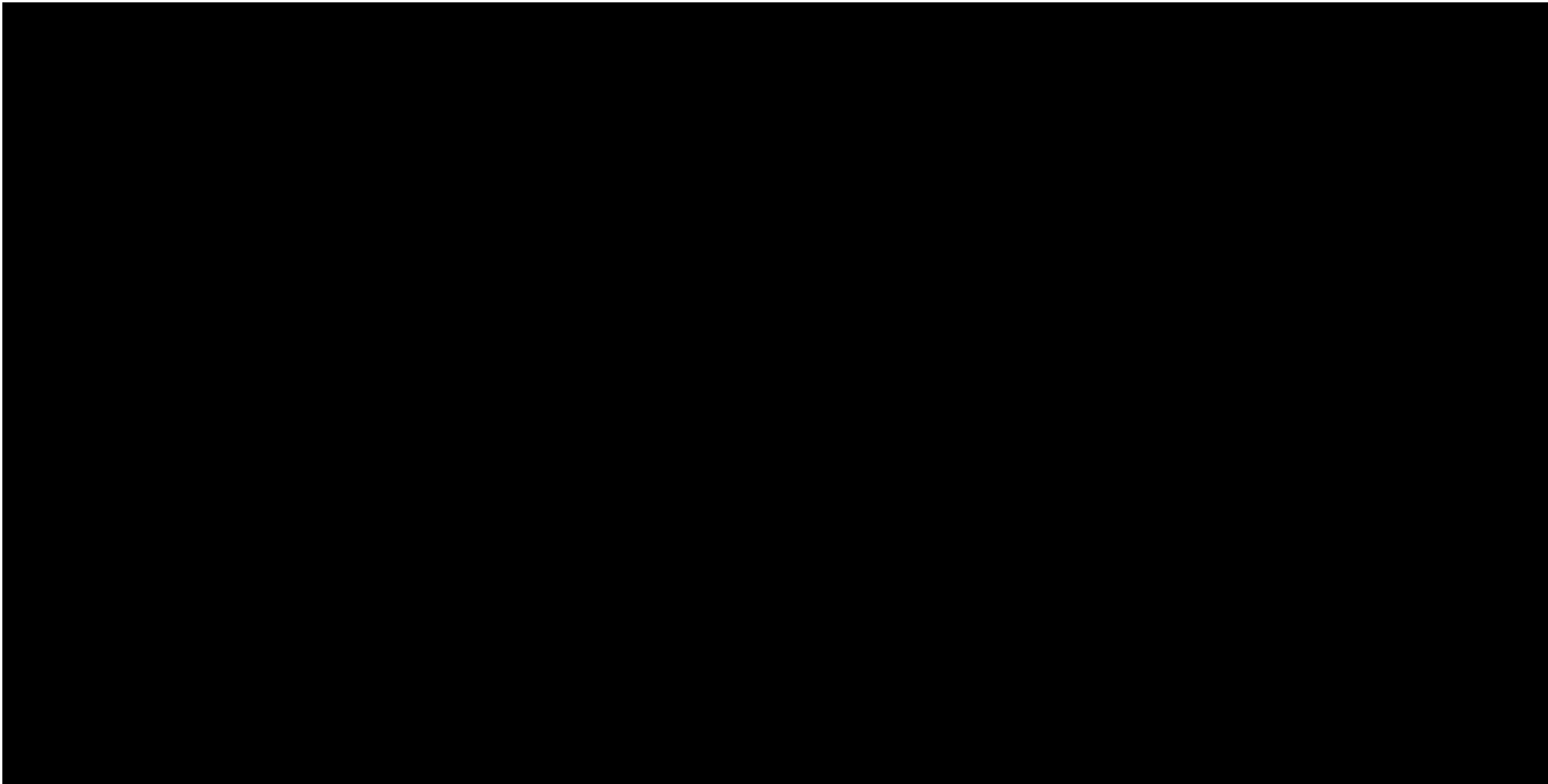
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Questionnaire Instructions

- ❖ Please note that the completed supplementary Questionnaire must only be submitted in its original electronic (Microsoft Word) format, with the supporting documentation also in an electronic format by email only.
- ❖ Hard copy submissions will not be accepted.
- ❖ Please note that all questions will have to be answered
- ❖ Please indicate, where appropriate, any other supporting documentation marking clearly on **ALL** attachments the name of your organisation and the question to which they refer.
- ❖ Please ensure all supporting documentation highlighted on the final checklist, is clearly marked on **ALL** attachments and supplied as requested.
- ❖ Please ensure the questionnaire summary section is reviewed and signed as requested.
- ❖ Please return the completed application form with supporting documentation via email to [REDACTED]
- ❖ Please ensure you retain a copy of this questionnaire for your records.
- ❖ Please note that this questionnaire will require updating on an annual basis

Supplier: <Type name here>

Supplier: <Type name here>

1. Company details

1.1 Company

Company Name	██████████
Address Line 1	██████████
Address Line 2	██████████
Town/City	██████████
Post Code	██████████
Country	██████████
Website	██████████
Company Registration Number	██████████

1.2.1 Parent Company, if different to Q 1.1 above

Company Name	██████████
Address Line 1	██████████
Address Line 2	██████████
Town/City	██████████
Post Code	██████████
Country	██████████
Website	██████████
Company Registration Number	██████████

1.2.2 Regional offices

Address Line 1	██████████	██████████	██████████
Address Line 2	██████████	██████████	██████████
Town/City	██████████	██████████	██████████
Post Code	██████████	██████████	██████████

Note; Only include those regional offices that will provide direct links with Balfour Beatty regional offices. If there are more than three extend the schedule above.

1.3 Organisational Details

Public Limited Company (Plc)	██████████
Private Limited Company (Ltd)	██████████
Private Company Limited by Guarantee	██████████

Supplier: <Type name here>

Partnership	██████
Limited Liability Partnership	██████

1.4 Organisation Details

Company Registration Number	██████
Year of Registration	██████
Country of Registration	██████
VAT Registration Number	██████

1.5 Have there been any changes in the ownership of the organisation in the past 2 years?

Yes ██████ No ██████

1.5.1 Summary details

██████

1.6 Is a change in the ownership of the organisation imminent or in process?

Yes ██████ No ██████

1.6.1 Summary details

██████

1.7 Insurances

	cover £m	Aggregate or each and every claim	Insurers name and policy number	Policy renewal date
Public Liability	██████	██████	██████	██████
Professional Indemnity ¹	██████	██████	██████	██████
Employers Liability	██████	██████	██████	██████

2. Scope of service details

2.1 Primary Scope

¹ Balfour Beatty requires a minimum of £10m. However if this is not available the consultant should explain the reason for the variance

Supplier: <Type name here>

Specify the primary service provided by your organisation that are carried out by your own directly employed staff and that you wish to be considered for inclusion on the consultant's panel

Multi disciplinary	<input type="checkbox"/>
Architect	<input type="checkbox"/>
Landscape Architect	<input type="checkbox"/>
Civil and Structural Engineer	<input type="checkbox"/>
M+E Services Engineer	<input type="checkbox"/>
Project Manager	<input type="checkbox"/>
Quantity Surveyor	<input type="checkbox"/>
Other (Interior Design, Planning, FFE, Fire Engineering, Acoustics etc)	<input type="checkbox"/>

2.2 Sector Analysis

Please provide % Sales split by industry sector by period

	2010	2011	2012 (est)	2013 (est)	2014 (est)
Commercial (Offices, Retail and Mixed Use)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education (HE, FE, Academies and Schools)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy (EWC, Biomass and Waste Treatment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government (Defence and Police)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 Which projects has your organisation been selected by Balfour Beatty or novated within the last 36 months, that resulted in appointment of Balfour Beatty as main contractor?

Project	Location	Value	Novated/selected	Contact
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

█	█	█		█
█	█	█		█
█	█	█		█

2.4 Which projects has your organisation been selected by Balfour Beatty or novated within the last 36 months, that did not result in appointment of Balfour Beatty as main contractor?

Project	Location	Value	Novated/selected	Contact
█	█	█		█
█	█	█		█
█	█	█		█
█	█	█		█

2.5 Which sectors would you like to be considered for and the service you will be able to provide

	Service
Commercial (Offices, Mixed Use and Retail)	█
Education (Higher Education, Further Education, Academies and Schools)	█
Energy (EWC, Biomass and Waste Treatment)	█
Government (Defence and Police)	█
Health (Acute, Community and ProCure21+)	█
Rail	█
Data Centres	█
Other	█

2.9 Which geographical locations would you like to be considered for?

	Service(s)
City of London	█
London within M25	█
South East	█

Supplier: <Type name here>









Balfour Beatty Construction

Ref: CM/2/2/1/P3

Date: July 2012

Subject: CONSULTANT'S PANEL BACKGROUND INFORMATION

Page: 6 of 5

South West	
East Anglia	
Home Counties	
Midlands	
North East	
North West	
Wales	
Scotland	

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

3.0 Health and Safety

3.1 Who, in your organisation has been formally appointed with responsibility for ensuring compliance with health and safety legislation and regulations?

Name	██████████
Position	██████████
Qualifications	██████████
Experience	██████████

3.2 Does your organisation have a documented health and safety policy?

██████████

3.3 Does your organisation have a documented health and safety management system?

██████████

3.4 Is your health and safety management process incorporated within an integrated management system?

██████████

3.5 Is your organisation certified to OHSAS 18001 standards?

██████████

Certification body	██████████
Certificate nr	██████████
Renewal date	██████████
Scope as written on the certificate	██████████

3.6 Please provide details of your organisations own health and safety initiatives which support our Zero Harm ambition. (available from www.balfourbeatty.com).

██████████

3.7 Provide details where your organisation has developed a design which has improved safe working practices

██████████

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

4. Innovation and quality

4.1 Has the organisation formally appointed a management representative to manage and direct quality assurance?

[Redacted]

4.2 Does your organisation have a documented quality policy?

[Redacted]

4.3 Does your quality policy commit to continual improvement in the management of quality?

[Redacted]

4.4 Does your organisation have a documented quality management system certified to BS EN ISO 9001:2008?

[Redacted]

Name of certification body	[Redacted]
Expiry date	[Redacted]
Certificate nr	[Redacted]
Scope (as written on the certificate)	[Redacted]

4.5 Does the organisation undertake research and development. If so can you provide brief details about areas currently being worked upon

[Redacted]

4.6 What added value can your organisation generate at:

Preconstruction Phase	[Redacted]
Construction Phase	[Redacted]
Post Completion	[Redacted]

4.7 Do you have a structured process operating to capture innovation by your company? If 'Yes' please provide details.

[Redacted]

4.8 Do you maintain a register of Innovations initiated and evaluated and implemented by your company? If 'Yes' please provide details.

Supplier: <Type name here>



4.9 Has your company received within the last 3 years any recent trade awards in recognition of any exemplar practice? If 'Yes' please provide details.




5. Sustainability





Policy & Governance

5.1 Does your organisation have a Sustainability policy?



5.1.1 If 'Yes' please enclose certificate and environmental policy. Enclosed 

5.2 Do you have a formal environmental management system? (ISO 14001, EMAS). If yes, please provide details.

Name of certification body	
Expiry date	
Certificate nr	
Scope (as written on the certificate)	

5.3 Does your Organisation set sustainability KPI's and objectives against which performance is audited?



5.3.1 If 'Yes' or 'Working Towards' please provide details



Supplier: <Type name here>

6. People & Resources

6.1 Group Organisational Chart

Enclosed

Please include a Company organisational chart extended to senior management on sites

6.2 Company Organisational Chart

Enclosed

If your company is part of a Group, please include a Group organisational chart

6.3 Key Contacts

Point of contact	Name	Office Telephone	Mobile Telephone	E-mail
CEO/Managing Director or Senior Partner	██████	██████	██████	██████
Director responsible for work with Balfour Beatty	██████	██████	██████	██████
Health & Safety	██████	██████	██████	██████
Environmental and sustainability	██████	██████	██████	██████
Questionnaire Contact (include position)	██████	██████	██████	██████

6.4 Resources available to work on projects with Balfour Beatty

	Head office	Location 1	Location 2	Location 3
Partner/Director	██████	██████	██████	██████
Associate	██████	██████	██████	██████
Senior technician	██████	██████	██████	██████
Graduate	██████	██████	██████	██████
Technician	██████	██████	██████	██████
Trainee	██████	██████	██████	██████

6.5 Does your organisation have a training and development policy?

██████

Enclosed

6.6 Describe your processes for the training of key personnel.

██████

6.7 Summarise the training courses that your organisation have run/attended over the past 12 months.

Supplier: <Type name here>

Training courses	Topics covered	Frequency
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

6.8 Is your company an active member of any trade organisations, confederations, institutes or societies? If yes please provide details

[REDACTED]

7. Company Ethics & Values

7.1 Does your organisation have policies and procedures to ensure ethical business practices and prevent bribery and corruption?

[REDACTED]

7.2 Does your organisation have:

	Answer	Enclosed
Corporate values relating to ethics and integrity	[REDACTED]	<input type="checkbox"/>
A code of conduct or other clear anti-corruption policy	[REDACTED]	<input type="checkbox"/>
A gift and hospitality policy	[REDACTED]	<input type="checkbox"/>
Ethics and compliance training	[REDACTED]	<input type="checkbox"/>
A "whistle-blowing" hotline and other channels for employees and others to raise concerns about unethical conduct and procedures for investigating such concerns	[REDACTED]	<input type="checkbox"/>

If the answer to any of the above questions is "Yes", please provide copy documents or other appropriate evidence

7.3 Please explain any other measures you take to guard against your Organisation and its employees engaging in, or being the victim of, corrupt or unethical behaviour.

[REDACTED]

7.4 Have your Organisation's anti-corruption procedures been externally certified or validated?

[REDACTED]

Supplier: <Type name here>

7.5 Do you agree to comply with Balfour Beatty's Our Code of Conduct?

[REDACTED]

7.6 Would you be willing to ensure that your employees who work on Balfour Beatty projects undergo Balfour Beatty's ethics training?

[REDACTED]

7.7 Have any of your organisation's Principals been the subject of convictions, debarments and/or professional suspensions related to bribery, money-laundering, fraud or related offences?

[REDACTED]

7.8 Has your organisation or, so far as you are aware, any of its Principals been the subject of a criminal or government investigation or proceeding relating to bribery or corruption in this country?

[REDACTED]

7.9 Does any government entity, Public Official or Relevant Person own an interest in, or exert control over your organisation? (Questions 8.9 to 8.11 may be most relevant to high-corruption risk countries and should be addressed by the anti-corruption due diligence procedures, if the supplier or sub-contractor is in-scope)

[REDACTED]

7.10 Is any of your organisation's Principals a:

Public Official whose role could involve him/her in Balfour Beatty's business; or	[REDACTED]
a Relevant Person; or	[REDACTED]
a family member or personal or professional associate of one of the above?	[REDACTED]

7.11 Does any Public Official or Relevant Person stand to benefit in any way as a result of any agreement between your organisation and Balfour Beatty?

[REDACTED]

If any of questions 7.7 to 7.11 is Yes, please provide summary details.

[REDACTED]

Conflicts of Interest

7.12 At any time during the last 12 months are you aware if any member of your principle employee's family being an employee or representative of any entity that engages in business or competes with Balfour Beatty?

[REDACTED]

If yes provide the following information;

Full name of principle employee's family member [REDACTED]

Relationship of that person to the principle employees [REDACTED]

Supplier: <Type name here>

Principle employee's family member's job title/position [REDACTED]

7.13 At any time during the last 12 months (as far as you aware) have any principle employees or their family member obtained personal investments (over 1% of shares in a public company) in Balfour Beatty?

[REDACTED]

If yes provide the following information;

Nature of interest [REDACTED]

Full name of principle employees and/or family member [REDACTED]

7.14 Please provide two references in respect of Company Ethics & Values. **Enclosed** [REDACTED]

8. Information Technology

8.1 Please advise which systems / software your organisation uses:

Function	IT Systems/software
Design	[REDACTED]
Estimating	[REDACTED]
Purchasing/Procurement	[REDACTED]
Project Management	[REDACTED]
Financial	[REDACTED]
Document Management	[REDACTED]
Other	[REDACTED]
Other	[REDACTED]

8.2 What system does your organisation use for written / qualitative submissions, and what can you offer to support our submission to a Client?

[REDACTED]

8.3 Do you have a plan that outlines your company BIM strategy? (When was it introduced, what does it address) max 100 words

8.4 Have you utilised Building Information Modelling within your organisation and if so provide details (Include number & type of completed BIM projects) max 200 words

[REDACTED]

8.4.1 Are there regional variations in BIM capability across your company? (Which offices have most experience, trained staff etc) max 100 words

[REDACTED]

8.4.2 Can you clarify which discipline for each location so that we are clear on your level of expertise

Supplier: <Type name here>



8.5 What B.I.M. technologies do you employ e.g. Autodesk Revit?



8.6 Do you have a B.I.M. manager or champion and/or BIM Leadership Group within your organisation?



8.7 If 'Yes' please provide details (Hierarchy of leadership group, frequency of meetings & objectives of group) max 100 words



8.8 Do you have a BIM training program? (Number of trained staff & level achieved, i.e. beginner, Intermediate, Expert) max 100 words



8.9 What investment in technology has been made to ensure BIM success? (Upgrades to computers, software, network, servers etc) max 100 words



8.10 Summarise personnel available to support BIM? (Number of BIM support personnel, specialists etc) max 100 words



8.11 Has your organisation ever utilised product extranet/collaboration systems? If 'Yes' please provide details



8.12 How does your organisation manage and share best practice information?



Supplier: <Type name here>

9. Tendering

9.1 Who will be the person responsible and our single point of contact?

Geography	Name	Position	Contact details
London	[REDACTED]	[REDACTED]	[REDACTED]
South East	[REDACTED]	[REDACTED]	[REDACTED]
Home Counties	[REDACTED]	[REDACTED]	[REDACTED]
South West	[REDACTED]	[REDACTED]	[REDACTED]
Midlands	[REDACTED]	[REDACTED]	[REDACTED]
North East	[REDACTED]	[REDACTED]	[REDACTED]
North West	[REDACTED]	[REDACTED]	[REDACTED]
Wales	[REDACTED]	[REDACTED]	[REDACTED]
Scotland	[REDACTED]	[REDACTED]	[REDACTED]

9.2 Provide percentages in the matrix for each of the market sectors you would like to be considered for and which will be used as a basis for agreeing your fees

Market Sector; [REDACTED]

Contract value	RIBA Stages					
	A/B	C	D	E	F-H	J-L
0-£1m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£1-10m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£10-50m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£50-150m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£150m+	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

9.3 What discount will you provide for services up to stage e when tendering and the basis of calculating the success fee

Discount; [REDACTED] %







Basis of calculating success fee [REDACTED]

Note; Please provide details for 9.2 and 9.3 for each sector and service you propose to be considered for. A separate spreadsheet with sectors and services on each tab will suffice

10. Performance Measuring

10.1 Please describe your processes for measuring performance with respect to:

Supplier: <Type name here>

Design	
Costs/Variations	
Programme	
Quality	
Value Engineering	
Health & Safety, Sustainability	

Supplier: <Type name here>

11. Checklist of Documents To Be Enclosed

Question	Document Required	Enclosed Yes/No	Comments (if not enclosed)	Please indicate as Appendix No.
5.1.1	Sustainability Policy	■	■	■
6.1	Group Organisational Chart	■	■	■
6.2	Organisational Chart	■	■	■
6.3.1	Training & Development Policy	■	■	■
7.2	Ethics Policies & Evidence	■	■	■
7.12	Ethics & Values References	■	■	■

Please detail below any other information which you have enclosed for BBCL review

■
■
■
■
■

12. Summary

I / we certify that the information supplied is accurate to the best of my / our knowledge and understanding, and accept that failure to supply all required information could result in my / our application being rejected by Balfour Beatty Construction

Signed: _____

Name: ■

Position: ■

Date: ■

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

Project Name	Project Number
Consultant	
Discipline/Role	

This information will be assessed for suitability against the anticipated project requirements, and will be audited periodically. Any proposed changes to personnel must be advised to BBCSSL for consent prior to these changes taking place.

1.0 Team Structure

Please attach an organogram, indicating your proposed team structure for all stages of the Design, indicating:

- Staff numbers to be allocated to the project
- Lead Designer & reporting structure
- Names of allocated staff
- Roles to be carried out by each allocated staff member
- Indication of full time or part time allocation of time for each staff member (if part time, please state % time allocated)

2.0 Relevant Experience

Please attach CV's for each staff member, indicating qualifications and details of experience relevant to the type of project and role to be carried out within the project team.

Issued by: (Consultant)		Date	
Issued to: (BBCSSL)		Received	

Date of Appraisal:	
Appraised by:	
Appraisers Comments and Recommendation	

Circulation: Project Manager/Director
Project Commercial Manager
Project Design Manager/Co-ordinator



2.3.1 Project Organisational Chart

Job Role	Summary Description
Project Director	<p>Overall responsibility for delivery of the project safely, on time and to the client's satisfaction. Ensuring that during the project all aspects of safety, environmental, quality, technical and commercial management issues are implemented and maintained. Integrate and develop project teams through a clearly defined Management Structure.</p> <p>Lead and manage the project team, consultants and contractors to ensure all deliverable, time and budgetary requirements are met</p> <p>Team Leadership</p> <p>Mentoring less experienced colleagues on the project</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Project Manger	<p>Responsible for the delivery of contract obligations and internal project performance</p> <p>Establishment of effective communications across the project delivery, client and stakeholder teams</p> <p>Problem solving and decision making</p> <p>Team Leadership</p> <p>Mentoring less experienced colleagues on the project</p> <p>Monitor and report on project progress against predetermined time, cost and quality specifications</p> <p>Lead and manage the project team, consultants and contractors to ensure all deliverable, time and budgetary requirements are met</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Temporary Works	<p>responsible for establishing and implementing a procedure for the control of temporary works</p> <p>responsible for the design and/or checking of a work section</p> <p>responsible for the control and coordination of Temporary Works design and construction</p> <p>Defines a particular stage beyond which the work must not progress without an inspection and permit signed off to proceed/load/strike</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Logistics Manager	<p>Develop, implement and maintain project logistical processes, procedures, systems and tools and monitor compliance</p> <p>Team Leadership</p> <p>Establishment of effective communications</p> <p>Control and protection of delivered assets</p> <p>Subcontractor and site team coordination</p> <p>Ensure the effectively management of deliveries and materials</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Senior Design Manager	<p>Review and recommend modifications, amendments and enhancements to existing design standards, procedures and specifications</p> <p>Collect background data, mapping, master plans, interface project design and as-built information and other information for dissemination</p> <p>Perform design reviews of packages and supporting documents to assess adequacy and conformance to project scope, budget, schedule, specifications and applicable design standards</p> <p>Assist with evaluation of change orders, construction issues and stakeholder coordination</p>



	<p>Provide design supervision and oversight</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Senior Commercial Manager	<p>Manage and control the commercial side of the project</p> <p>deploy an effective Customer Relationship Management strategy</p> <p>Develop, implement and maintain project control processes, procedure, systems and tools and monitor compliance</p> <p>Provide regular summary reports to provide awareness of key project parameters, and provide for reporting in accordance with the clients requirements</p> <p>Manage subcontractor packages to ensure performance</p> <p>Builds effective relationships with customers, design team, subcontractors, suppliers, and user groups that reflect and support company core values and meets or exceeds the customer's expectations</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Planning & Project Controls Manager	<p>Provide leadership for program risk management, planning and scheduling, cost estimating, cost control, progress measurement, electronic document management and reporting for the entire programme</p> <p>Develop, implement and maintain project control processes, procedure, systems and tools and monitor compliance</p> <p>Provide guidance and direction for the resolution of project control and project management issues as they arise</p> <p>Provide regular summary reports to provide awareness of key project parameters, and provide for reporting in accordance with the clients requirements</p> <p>The production of live programmes based on the most economical construction period and taking into account the client's required timescale and handover date to support the development of the construction programme on live projects</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Construction Manger	<p>The Construction Manager will be responsible for driving delivery of the construction programme and the responsibility of leading the team to complete the safe delivery of the project to time and cost milestones</p> <p>Manage contractors to ensure performance</p> <p>Control programme and manage interfaces with engineering and between contractors and packages</p> <p>Liaison with the contract management team to ensure commercial disciplines maintained</p> <p>Provide the team with the specialist skills and knowledge to ensure the works are being carried out in the most efficient manner</p> <p>Coordination with the Contractors to ensure any changes necessary are carried out in the correct sequence</p> <p>Ensure that highest possible safety standards are maintained at all times.</p>
MEP Manager	<p>Overviews the building services installations on site and assist the site team in ensuring they are installed on time and correctly, properly commissioned, validated, demonstrated and that the necessary O&M documentation is provided</p> <p>To identify risks and potential benefits</p> <p>Builds effective relationships with customers, design team, subcontractors, suppliers</p> <p>Participates in equipment factory witness testing process</p> <p>Continually research latest trends and innovations in the industry</p> <p>Participates in creating Quality Assurance and Quality Control programs</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Site Manager	<p>Ensure that highest possible safety standards are maintained at all times</p> <p>A senior member of the project team with line management responsibility for safety, quality, cost control and delivery on programme to client's satisfaction</p> <p>Ensures delivery of site progress in line with main programme requirements.</p>



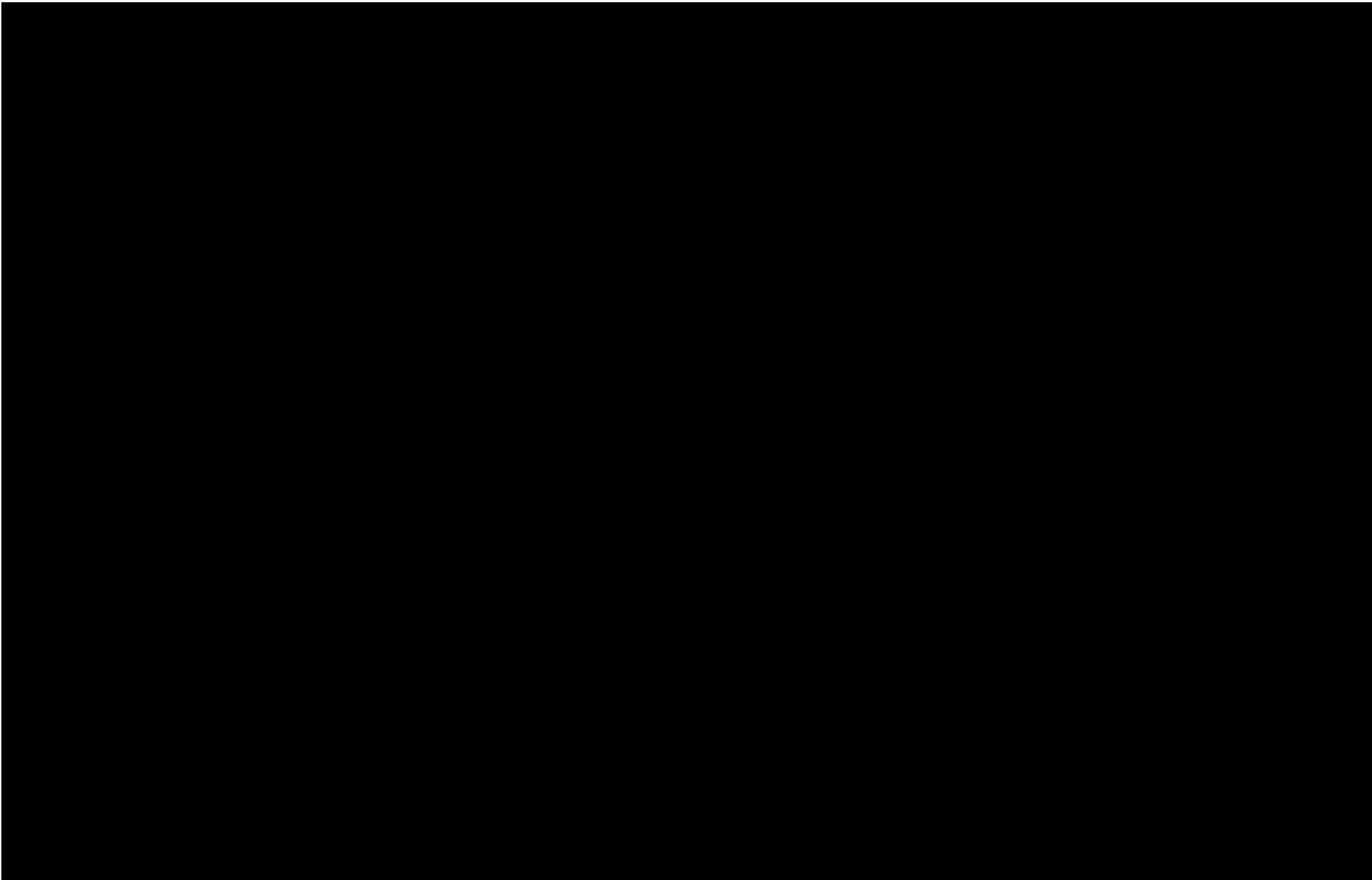
	<p>Delivery of effective cost control</p> <p>Ensures client and external body satisfaction with construction process and end product</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p>
Section Manger	<p>A senior member of the project team with line management responsibility for safety, quality, cost control and delivery on programme to client's satisfaction</p> <p>Ensure delivery of site progress in line with main programme requirements</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p> <p>Delivery of effective cost control</p> <p>Ensure client and external body satisfaction with construction process and end product.</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Senior Engineer	<p>Responsible for the management and coordination of workforce activities. Supervision and development of junior engineering staff. Delivery of key targets relating to safety, quality and site progress</p> <p>Maintain site progress in line with main programme requirements</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p> <p>Cost control and management of sub-contract site variations</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Section Engineer	<p>Ensure that highest possible safety standards are maintained at all times</p> <p>Responsible for the management and coordination of engineering aspects of workforce and package activities</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p> <p>Ensure effective cost control measures are in place and liaise with commercial department to ensure site records and instructions are up to date and accurate</p> <p>Ensure that highest possible safety standards are maintained at all times</p>

OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
TENDER SUBMISSION OCTOBER 2013



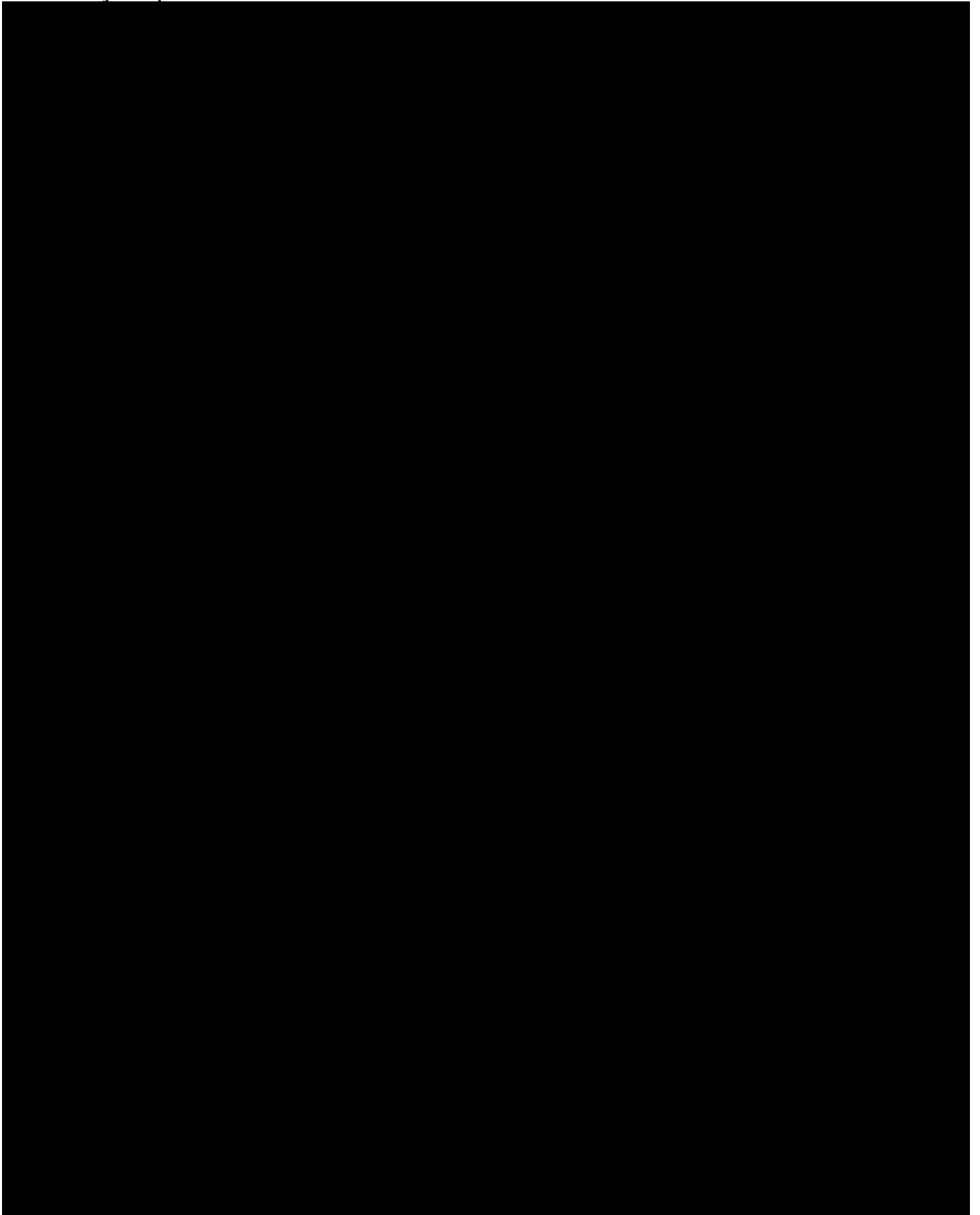


2.3.1 Project Organisational Chart - Associated duration (weeks)





2.3.2 Key People



OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
TENDER SUBMISSION OCTOBER 2013



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TENDER SUBMISSION OCTOBER 2013



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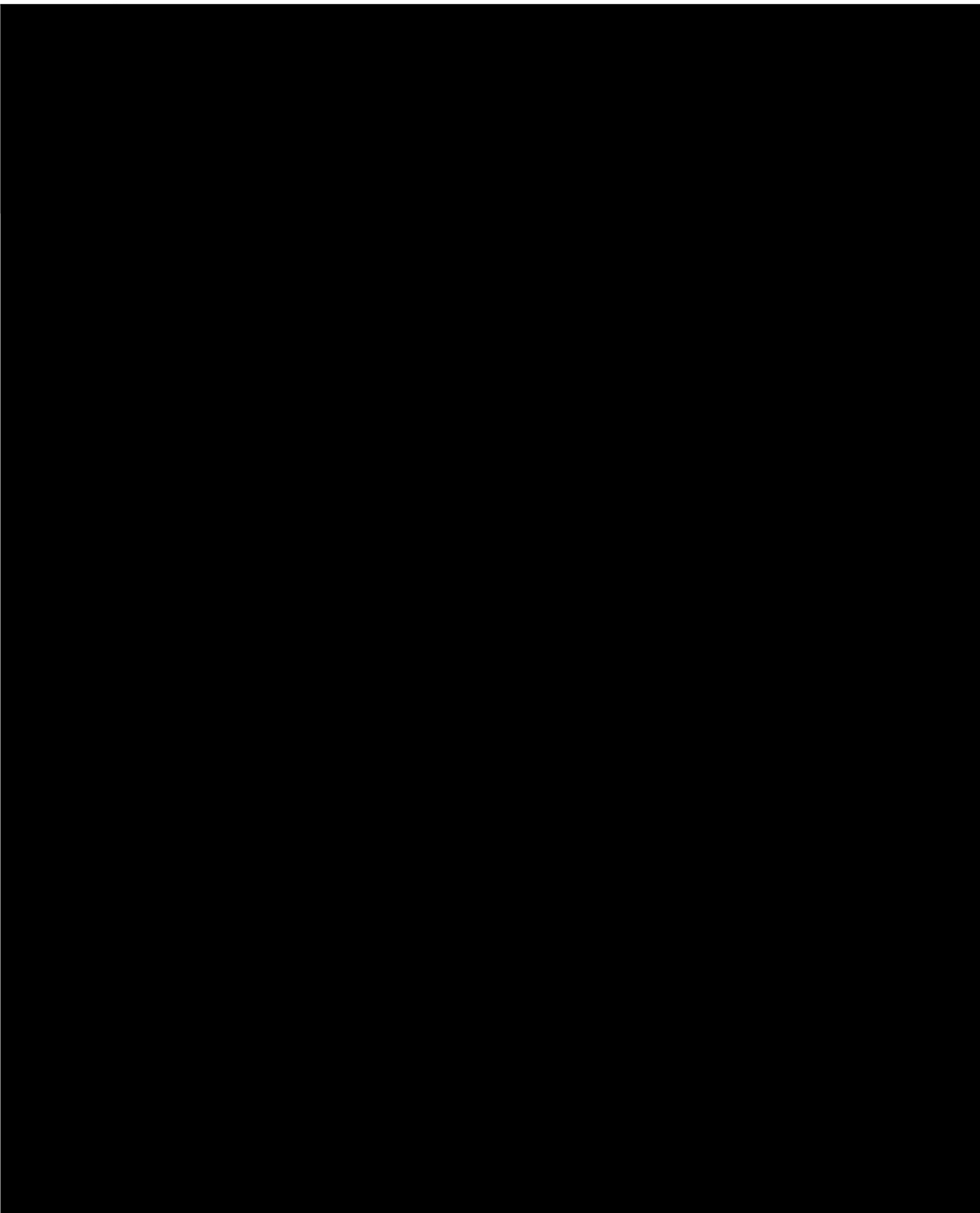
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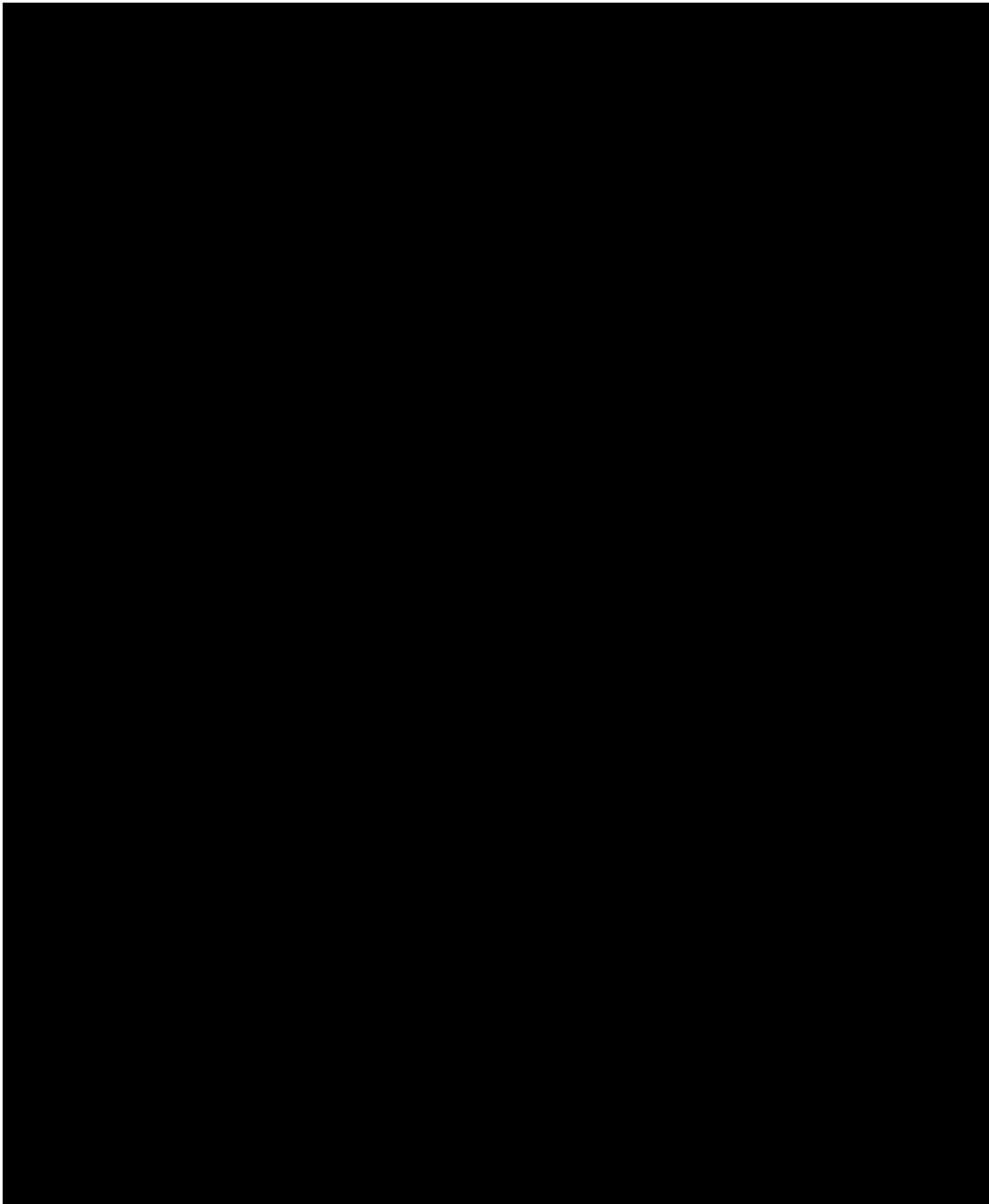
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Hull and Machinery Insurance

In accordance with industry practice, our standard insurance provides cover for materials and plant during transportation by sea. Cover is not provided for the vessel itself.



23 September 2013

The St Botolph Building
138 Houndsditch
London EC3A 7AW
Telephone 020 7528 4000
Direct Line 020 7558 3482
Facsimile 020 7528 4784

TO WHOM IT MAY CONCERN

Dear Sir/Madam

Our Client: Balfour Beatty plc and/or Subsidiary and/or Associated Companies (including Balfour Beatty Construction Services UK)

This letter certifies that Balfour Beatty plc has arranged the following insurances for the periods specified, with minimum limits of indemnity as detailed below.

Contractors' All Risks

Interest: Loss of or damage to any permanent and/or temporary works including materials for incorporation therein constructional plant and equipment and any other property used in execution of the works

Indemnity Limit: GBP [redacted]
GBP [redacted]

Contractors Plant, Materials & Equipment

Interest: Loss of or damage to contractors plant, tools, equipment, demountable and temporary buildings, caravans and all contents and/or other property, materials, supplies and spares and any other items of a similar kind owned, hired or for which the Insured is responsible.

Indemnity Limit: Maximum GBP [redacted]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [redacted]

Policy No: [redacted]

Major Exclusions: [redacted]

26 September 2013

[REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and/or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Public/Products Liability (including Financial Loss)

Interest: To indemnify the insured in respect of legal liability to pay damages to others;

- For death or personal injury to any person
- For loss of or damage to material property of others and including consequential losses which result
- Caused by the carrying out of the business including the sale and supply of products and resulting from events occurring during the period of insurance subject to the policy terms and conditions.

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

This insurance is drafted on a wide policy wording, there being no specific exclusions with regard to liability arising from fire and/or explosion, vibration and/or removal or weakening of support, collapse and/or subsidence and liability assumed under contract or agreement.

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

26 September 2013

Employers' Liability

Interest: The insured's legal liability for death disease or personal injury to employees arising out of or in the course of their employment with the insured, subject to normal policy terms and conditions

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Anywhere in Great Britain, Northern Ireland, The Isle of Man and the Channel Islands, including visits abroad

Insurer: [REDACTED]

Policy No: [REDACTED]

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Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising from any claim or claims first made against them, and for loss or expense sustained by the insured and first discovered during the period as a direct result of any negligence on the part of the insured in the carrying out of the activities and duties all as defined within the policy.

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Motor Liability

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

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Yours faithfully

[REDACTED]

23 September 2013

The St Botolph Building
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Telephone 020 7528 4000
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Facsimile 020 7528 4784

TO WHOM IT MAY CONCERN

Dear Sir/Madam

Our Client: **Balfour Beatty plc and/or Subsidiary and/or Associated Companies (including Balfour Beatty Construction Services UK)**

This letter certifies that Balfour Beatty plc has arranged the following insurances for the periods specified, with minimum limits of indemnity as detailed below.

Contractors' All Risks

Interest: Loss of or damage to any permanent and/or temporary works including materials for incorporation therein constructional plant and equipment and any other property used in execution of the works

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Contractors Plant, Materials & Equipment

Interest: Loss of or damage to contractors plant, tools, equipment, demountable and temporary buildings, caravans and all contents and/or other property, materials, supplies and spares and any other items of a similar kind owned, hired or for which the Insured is responsible.

Indemnity Limit: Maximum GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

26 September 2013

[REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and/or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Public/Products Liability (including Financial Loss)

Interest: To indemnify the insured in respect of legal liability to pay damages to others;

- For death or personal injury to any person
- For loss of or damage to material property of others and including consequential losses which result
- Caused by the carrying out of the business including the sale and supply of products and resulting from events occurring during the period of insurance subject to the policy terms and conditions.

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

This insurance is drafted on a wide policy wording, there being no specific exclusions with regard to liability arising from fire and/or explosion, vibration and/or removal or weakening of support, collapse and/or subsidence and liability assumed under contract or agreement.

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26 September 2013

Employers' Liability

Interest: The insured's legal liability for death disease or personal injury to employees arising out of or in the course of their employment with the insured, subject to normal policy terms and conditions

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Anywhere in Great Britain, Northern Ireland, The Isle of Man and the Channel Islands, including visits abroad

Insurer: [REDACTED]

Policy No: [REDACTED]

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Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising from any claim or claims first made against them, and for loss or expense sustained by the insured and first discovered during the period as a direct result of any negligence on the part of the insured in the carrying out of the activities and duties all as defined within the policy.

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Motor Liability

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

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Yours faithfully

[REDACTED]

[REDACTED]

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TO WHOM IT MAY CONCERN

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(including Balfour Beatty Construction Services UK)**

This letter certifies that Balfour Beatty plc has arranged the following insurances for the periods specified, with minimum limits of indemnity as detailed below.

Contractors' All Risks

Interest: Loss of or damage to any permanent and/or temporary works including materials for incorporation therein constructional plant and equipment and any other property used in execution of the works

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Contractors Plant, Materials & Equipment

Interest: Loss of or damage to contractors plant, tools, equipment, demountable and temporary buildings, caravans and all contents and/or other property, materials, supplies and spares and any other items of a similar kind owned, hired or for which the Insured is responsible.

Indemnity Limit: Maximum GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

26 September 2013

[REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and/or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Public/Products Liability (including Financial Loss)

Interest: To indemnify the insured in respect of legal liability to pay damages to others;

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- Caused by the carrying out of the business including the sale and supply of products and resulting from events occurring during the period of insurance subject to the policy terms and conditions.

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

This insurance is drafted on a wide policy wording, there being no specific exclusions with regard to liability arising from fire and/or explosion, vibration and/or removal or weakening of support, collapse and/or subsidence and liability assumed under contract or agreement.

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Employers' Liability

Interest: The insured's legal liability for death disease or personal injury to employees arising out of or in the course of their employment with the insured, subject to normal policy terms and conditions

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Anywhere in Great Britain, Northern Ireland, The Isle of Man and the Channel Islands, including visits abroad

Insurer: [REDACTED]

Policy No: [REDACTED]

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Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Motor Liability

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

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Interest: Loss of or damage to contractors plant, tools, equipment, demountable and temporary buildings, caravans and all contents and/or other property, materials, supplies and spares and any other items of a similar kind owned, hired or for which the Insured is responsible.

Indemnity Limit: Maximum GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

26 September 2013

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Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

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Insurer: [REDACTED]

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Indemnity Limit: GBP [REDACTED]

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Territorial Limits: Worldwide

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Policy No: [REDACTED]

Motor Liability


Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle


Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: 

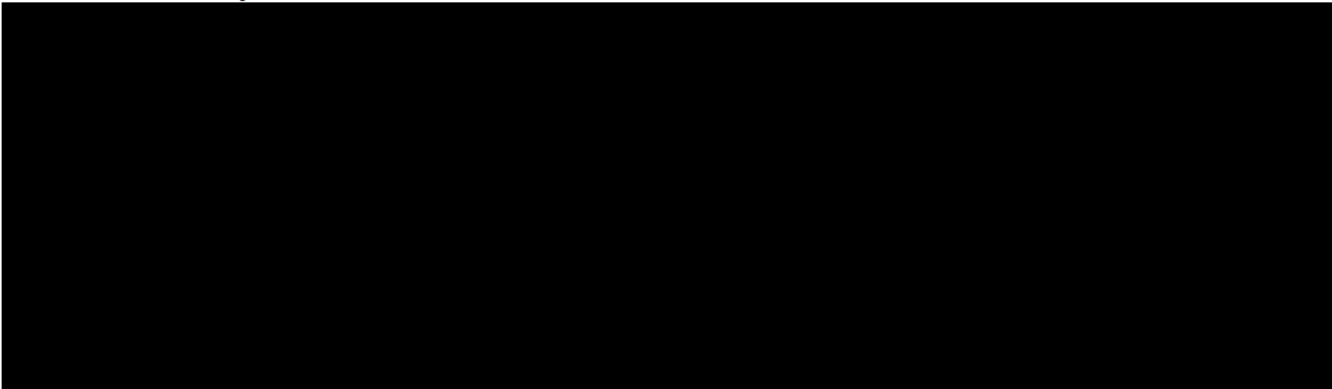
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Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

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Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

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Territorial Limits: Worldwide

Insurer: [REDACTED]

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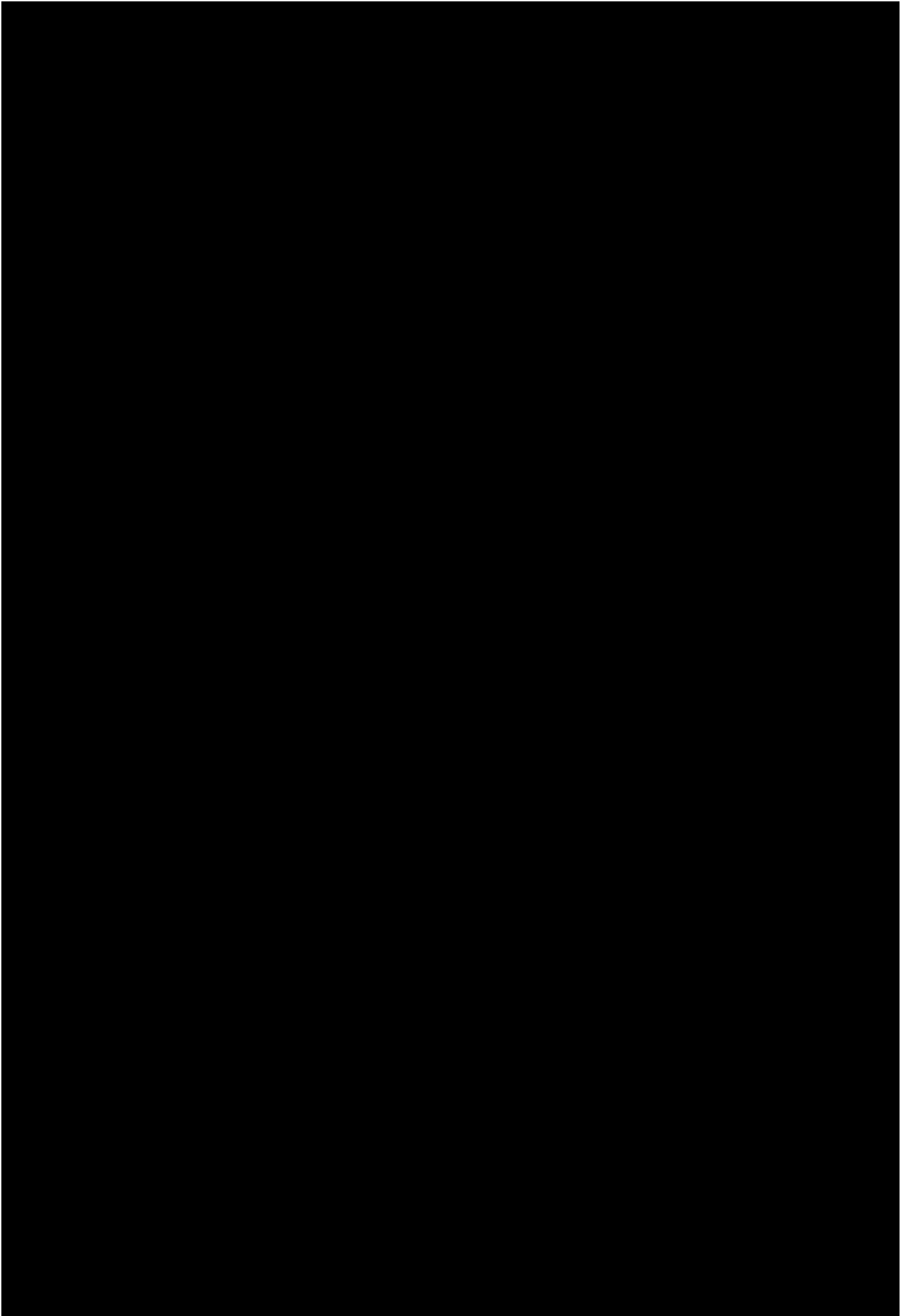
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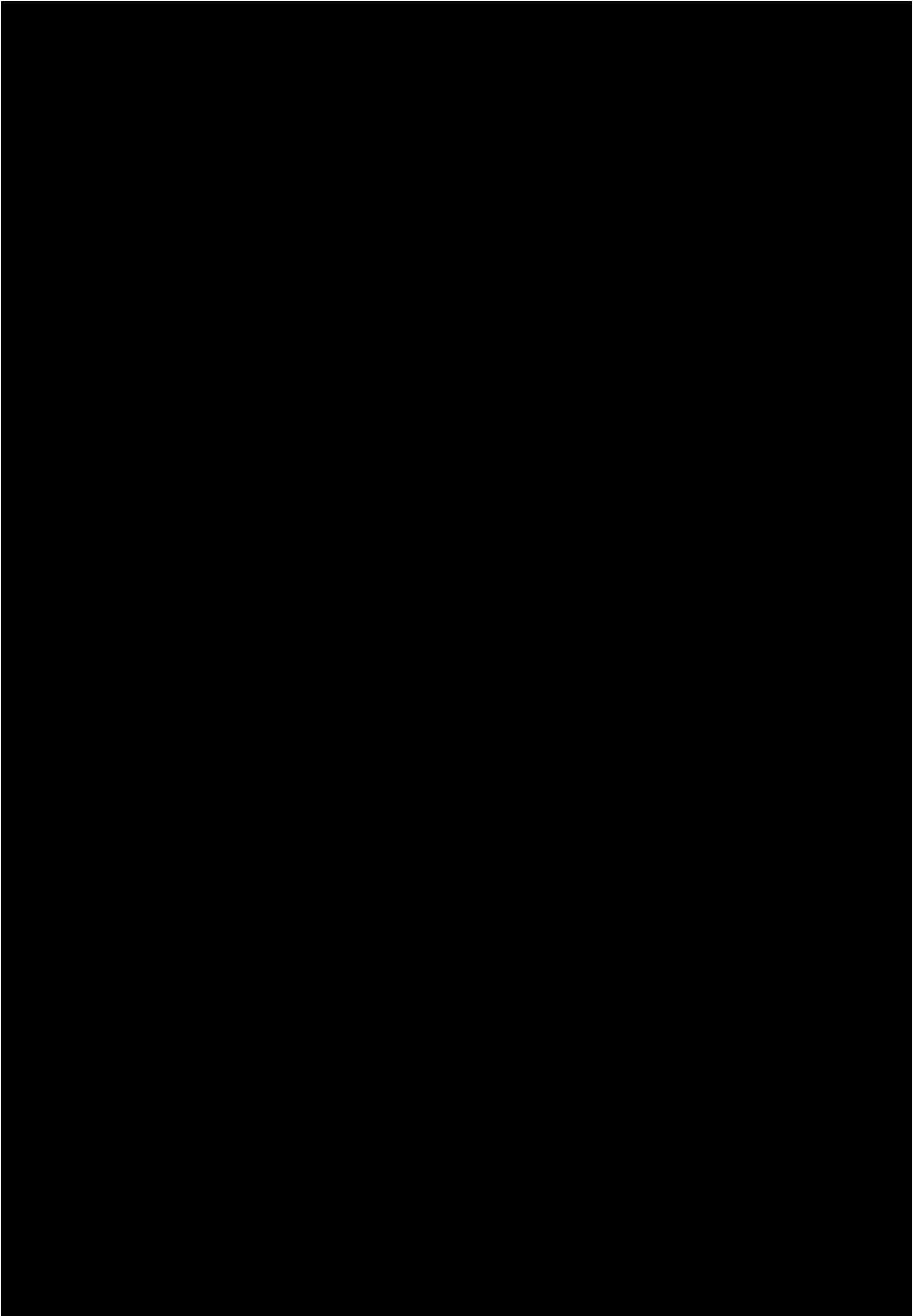
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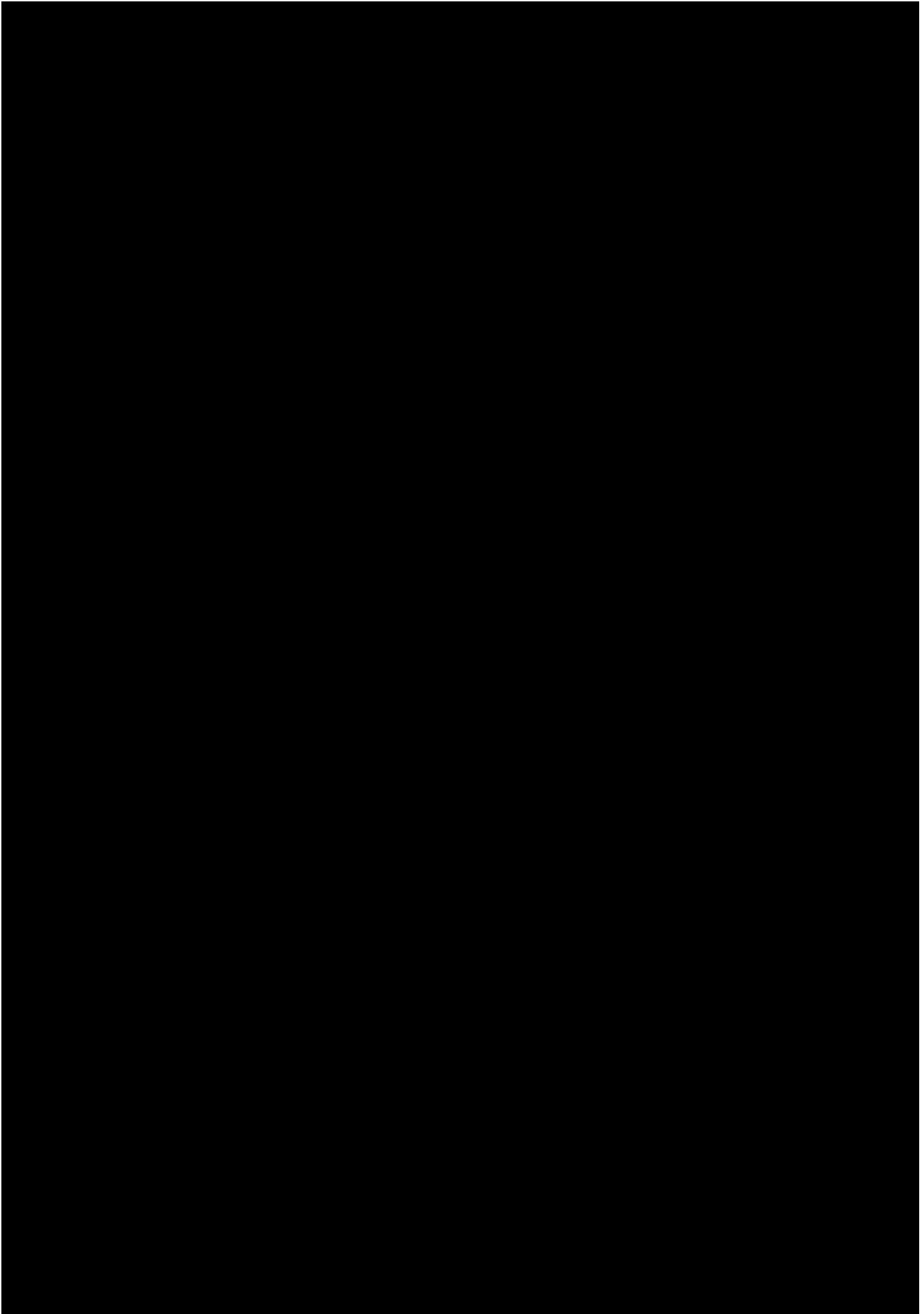
Pricing Schedule for the Shell & Core Works



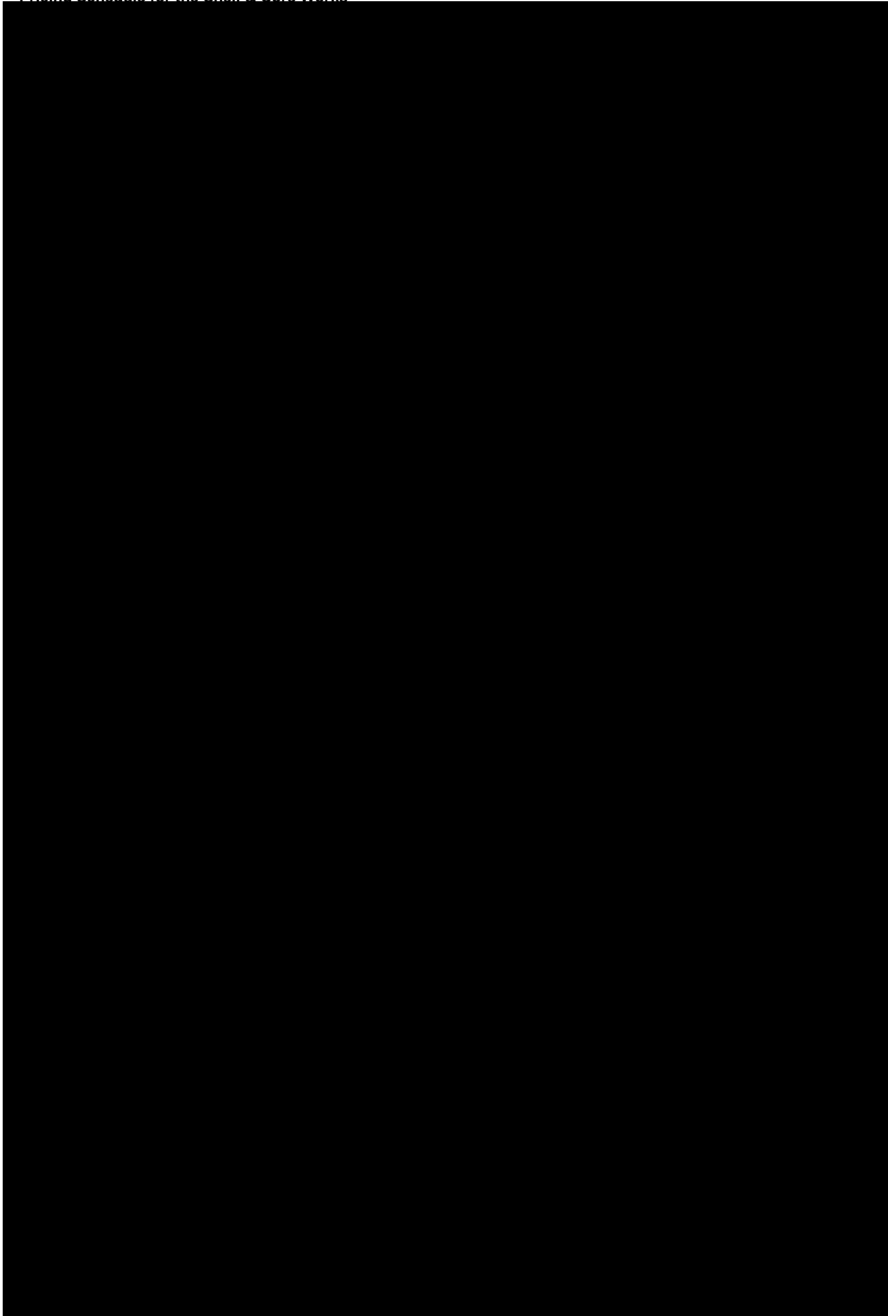
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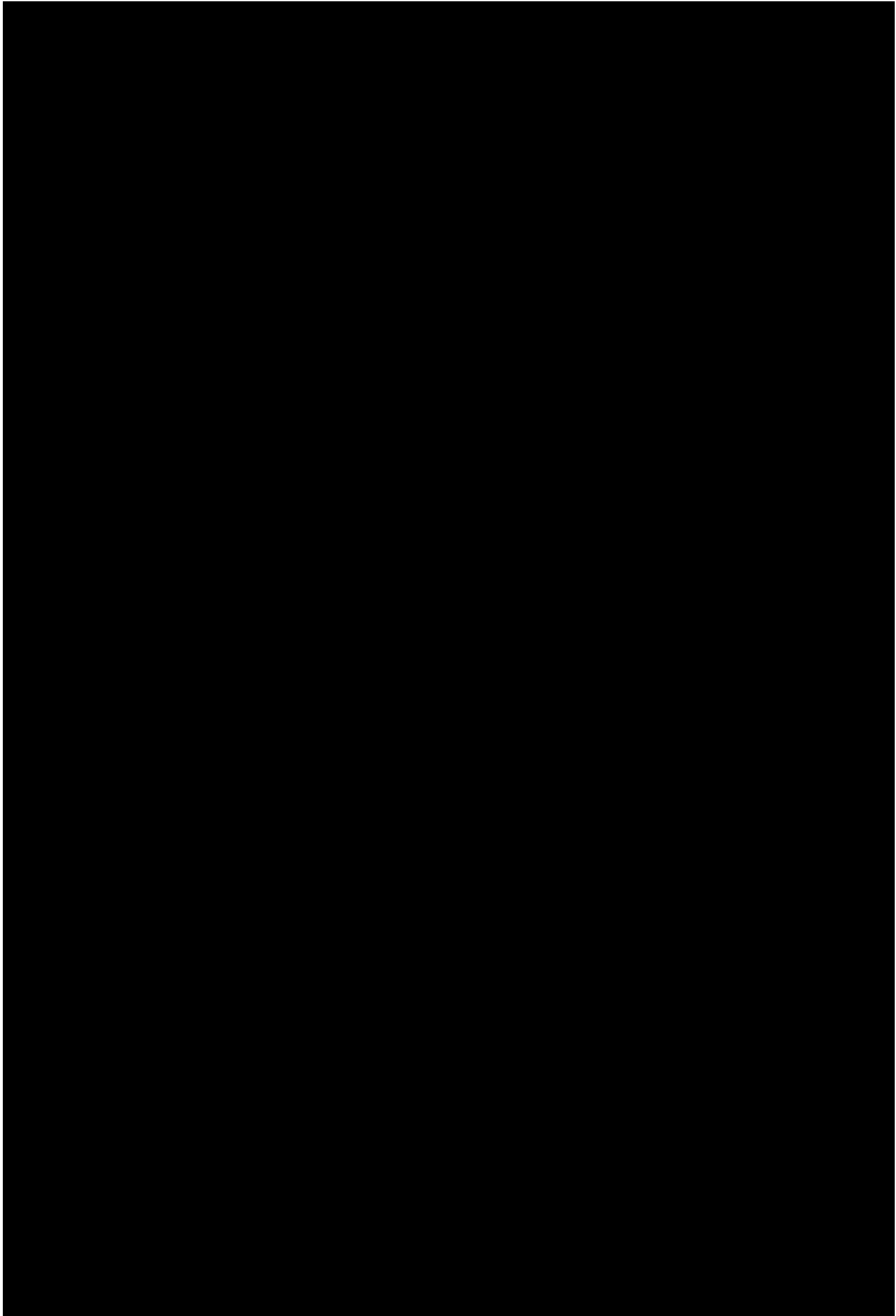
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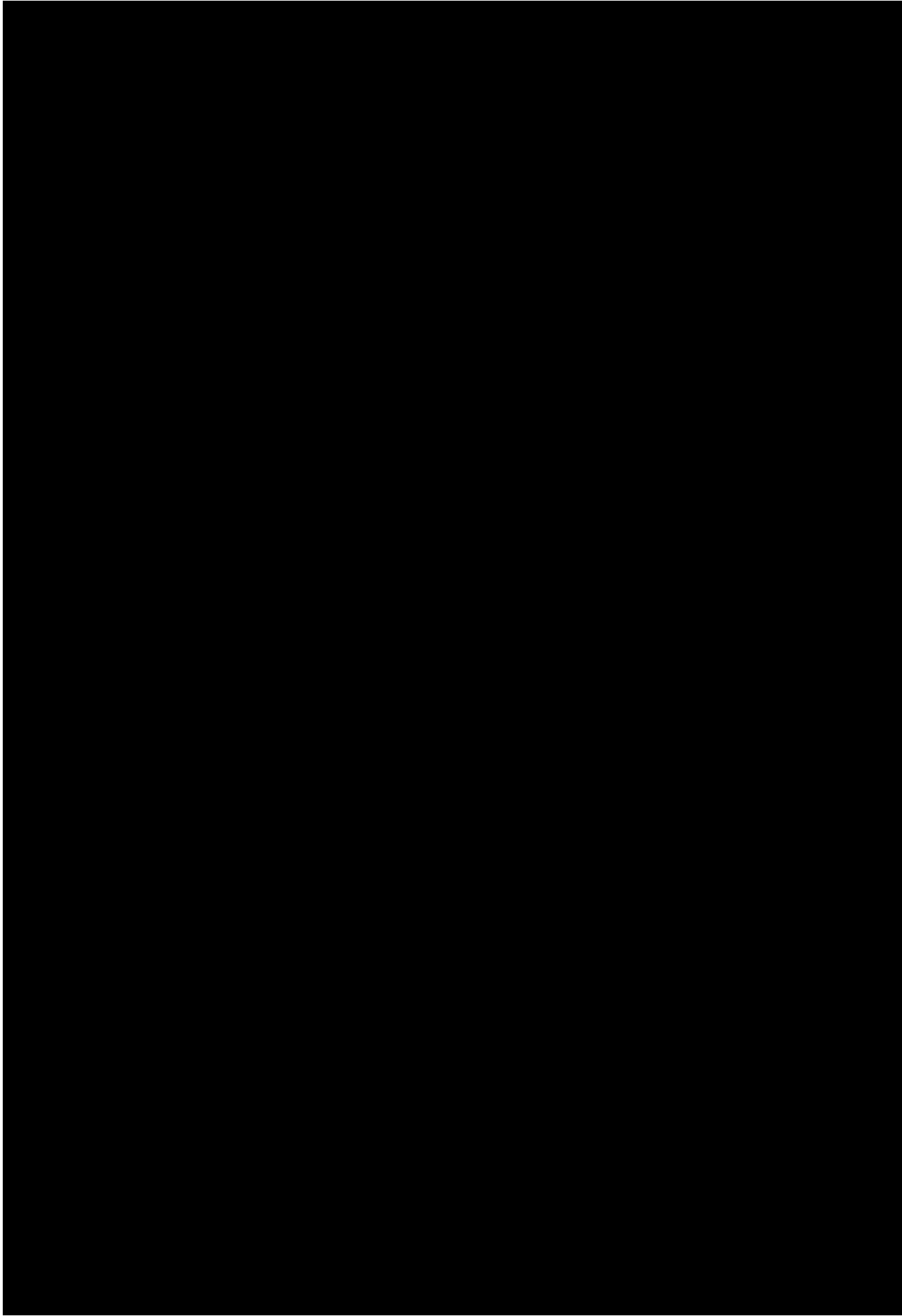
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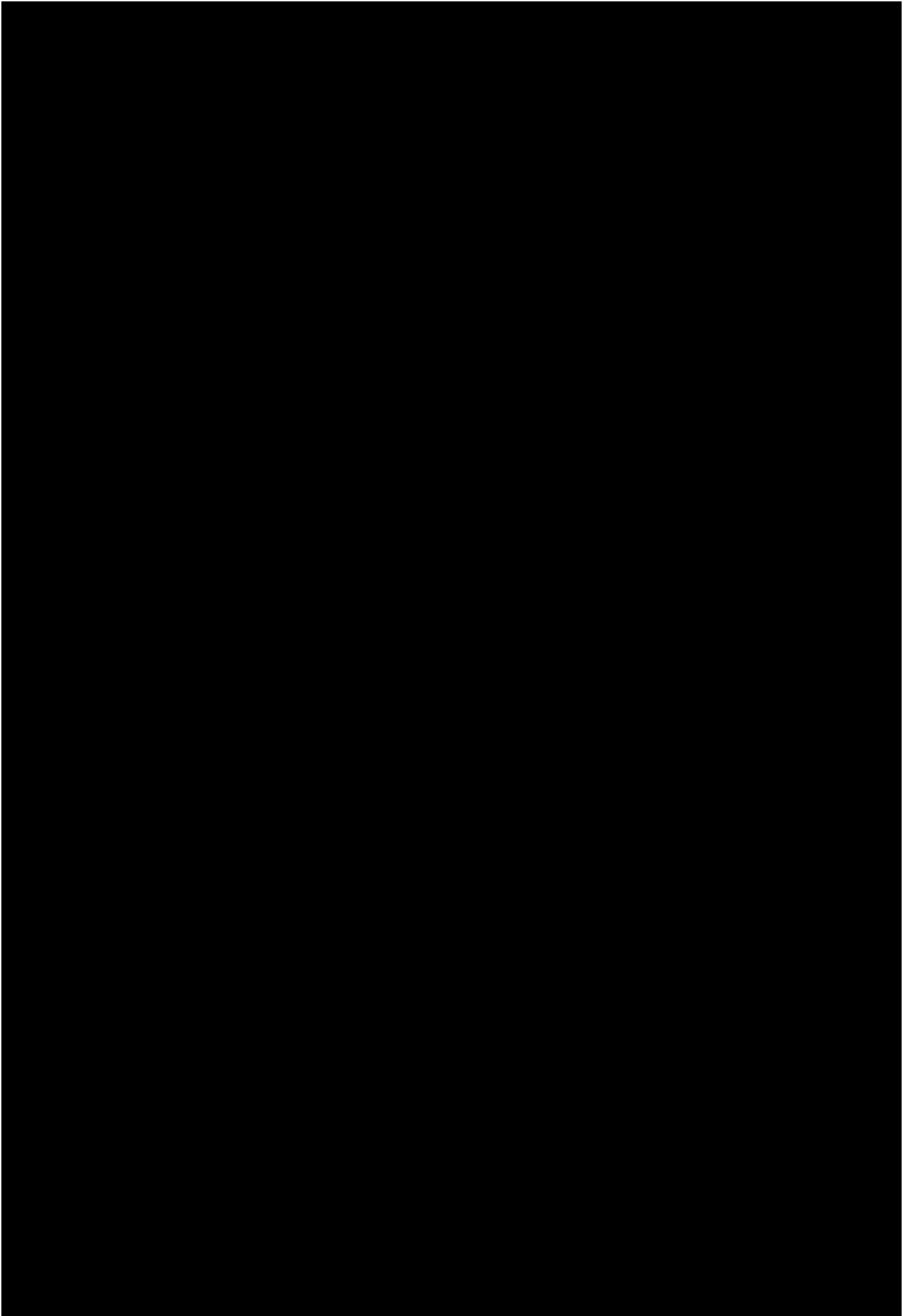
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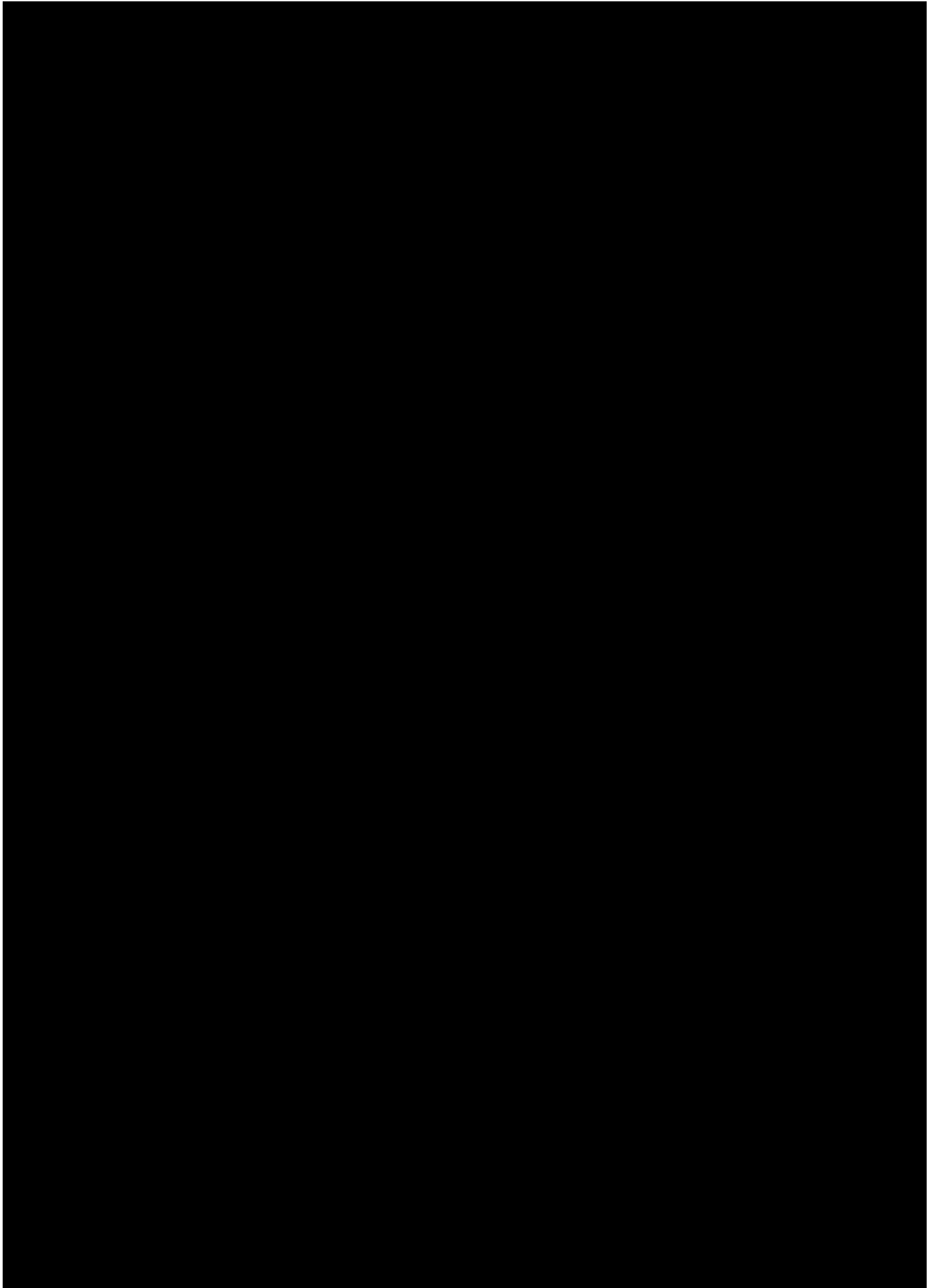
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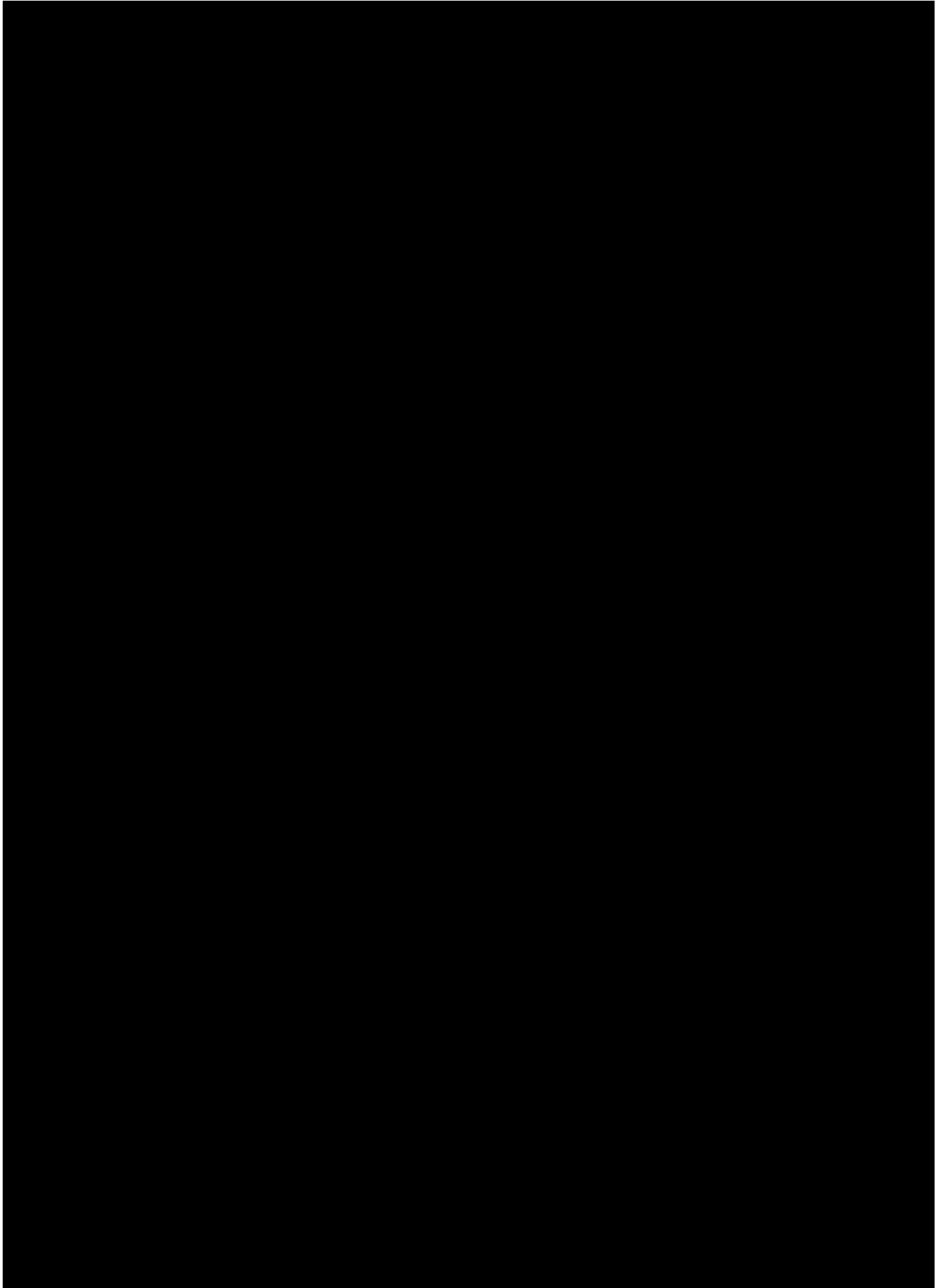
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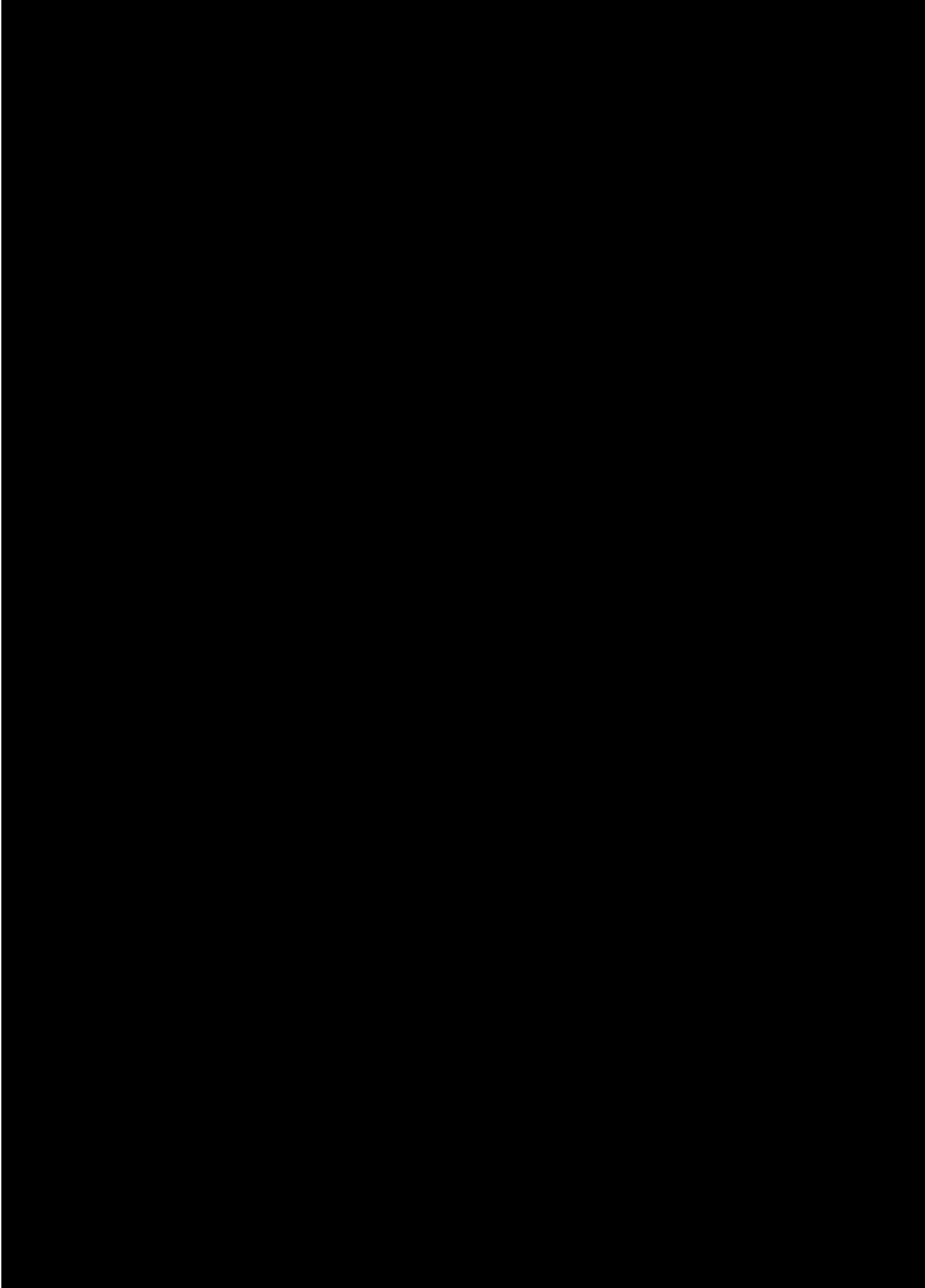
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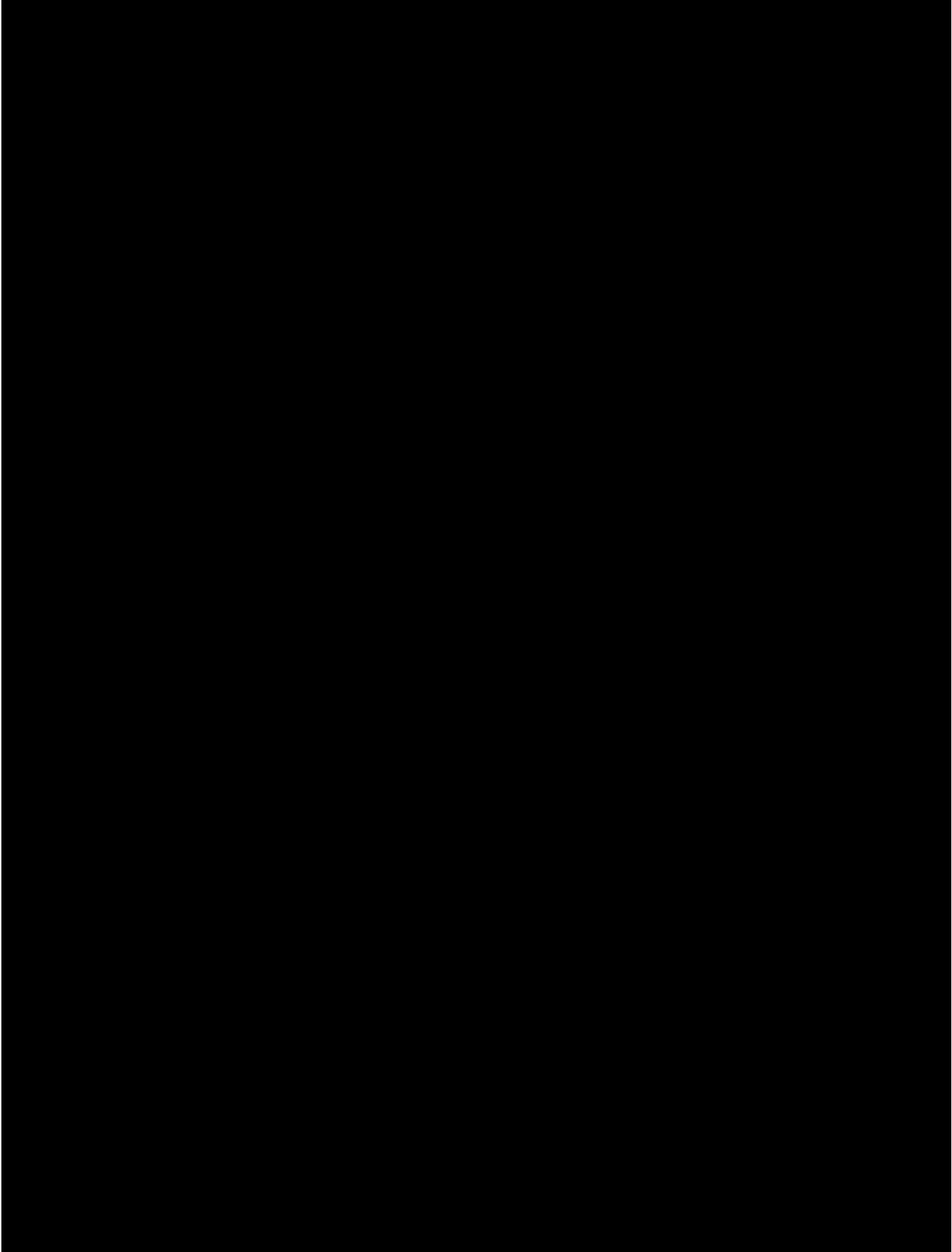
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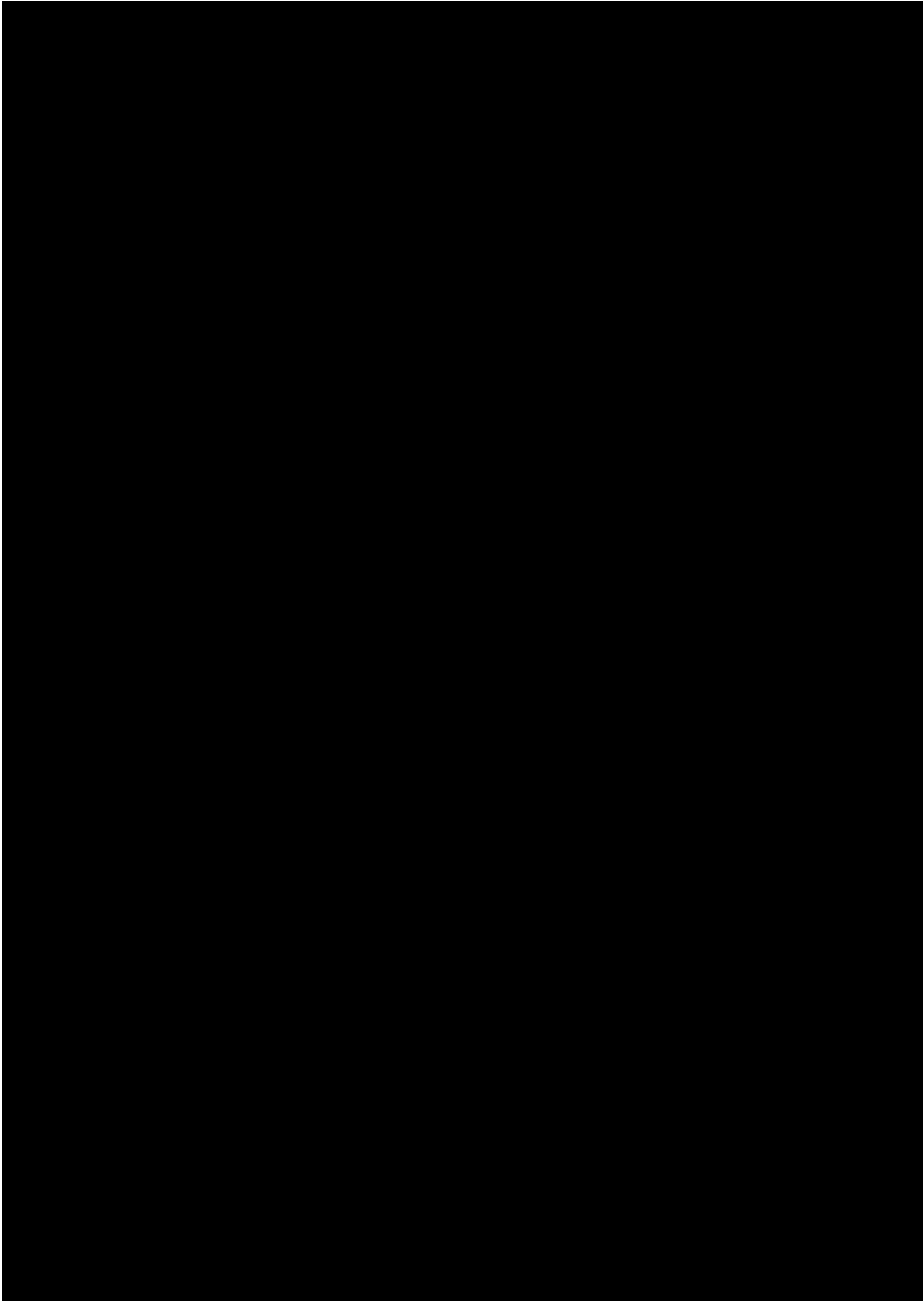
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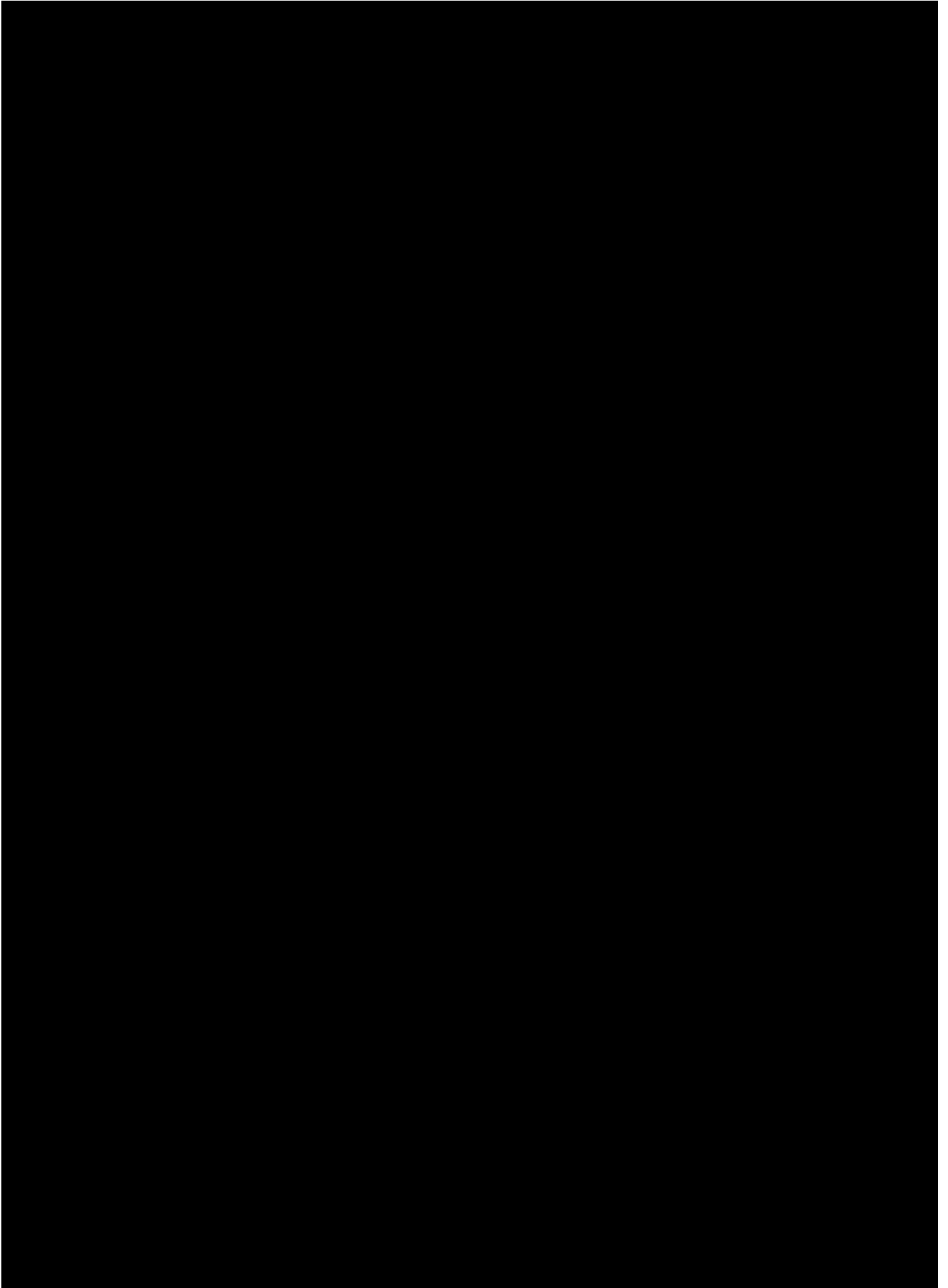
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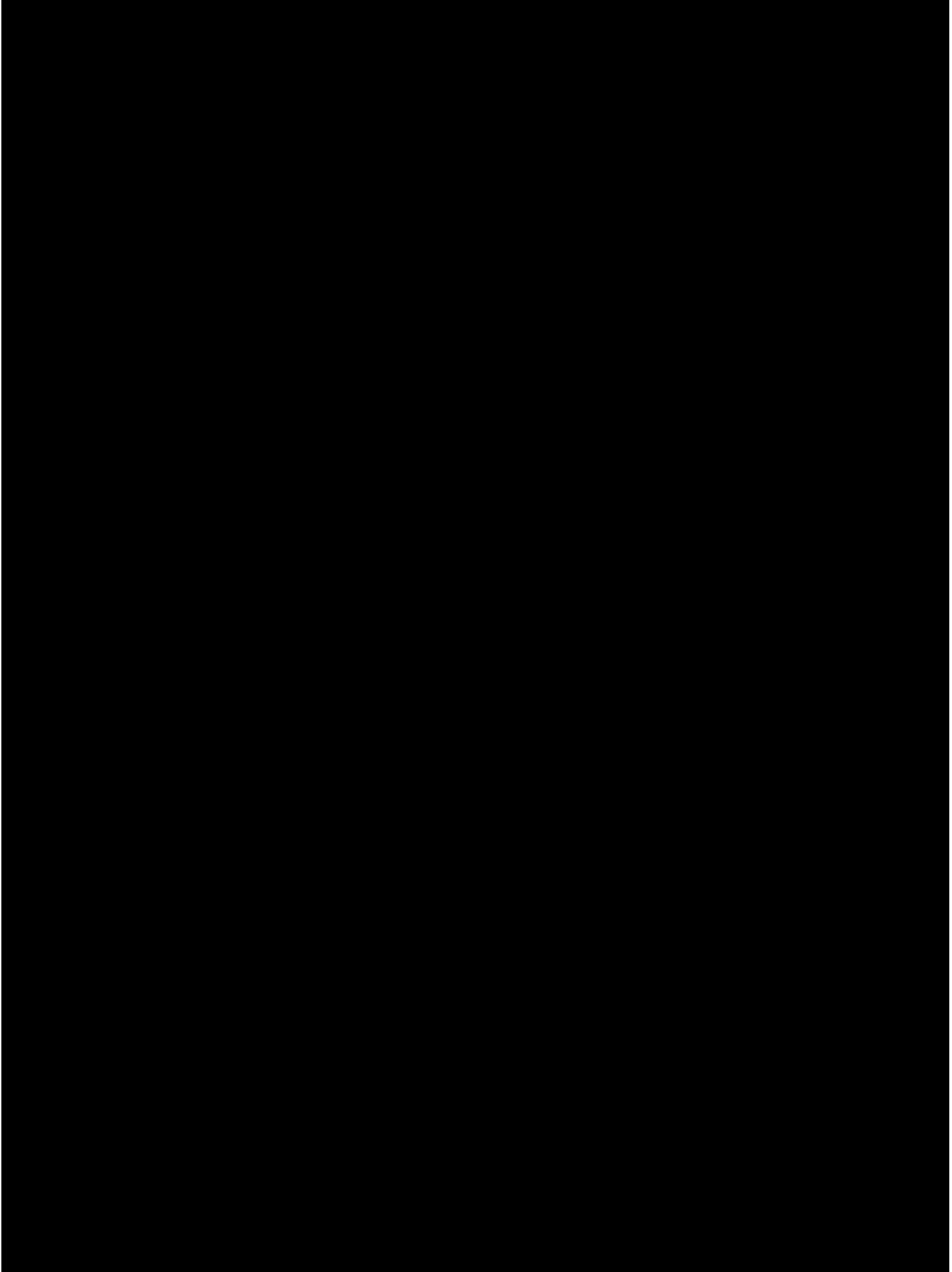
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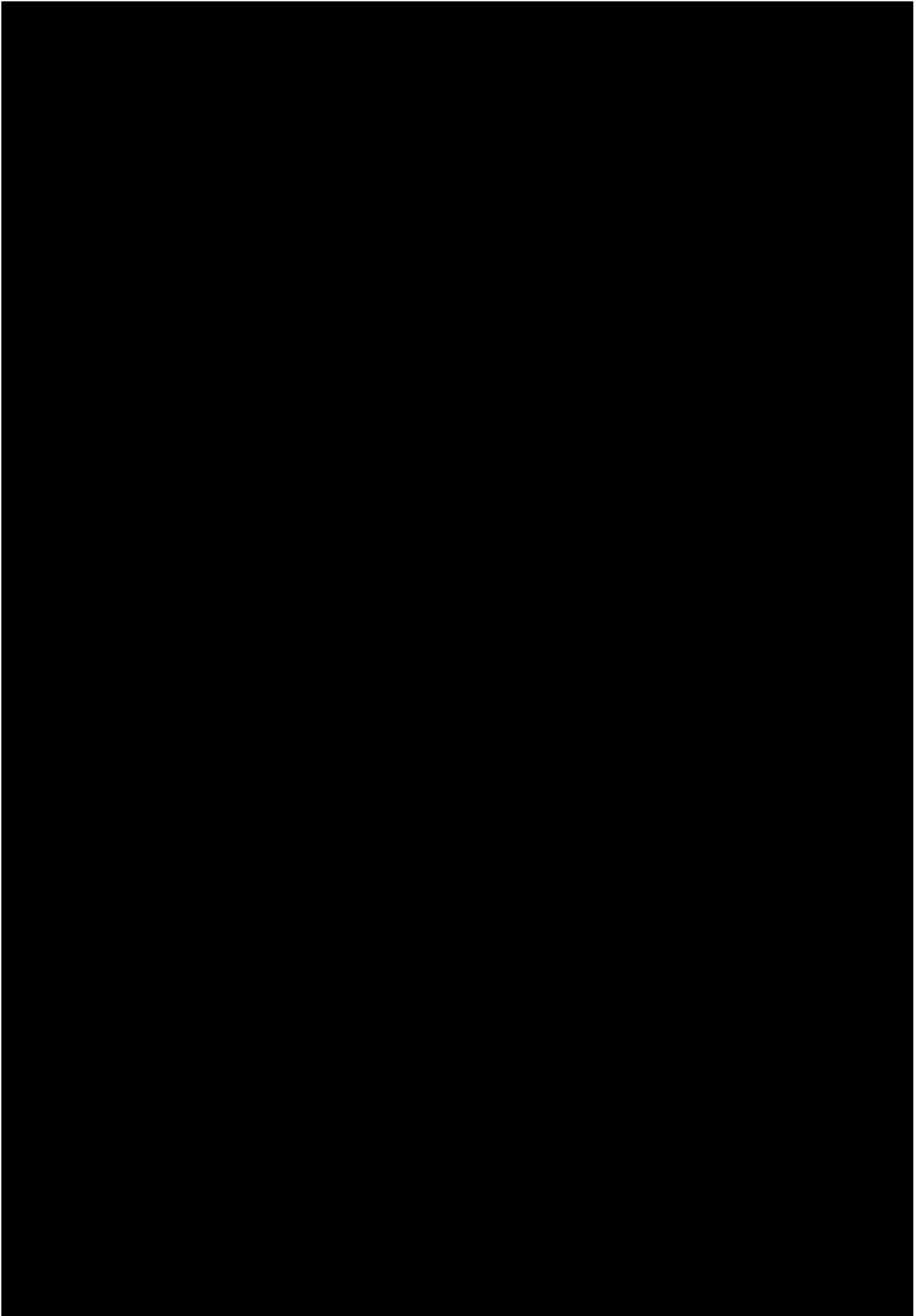
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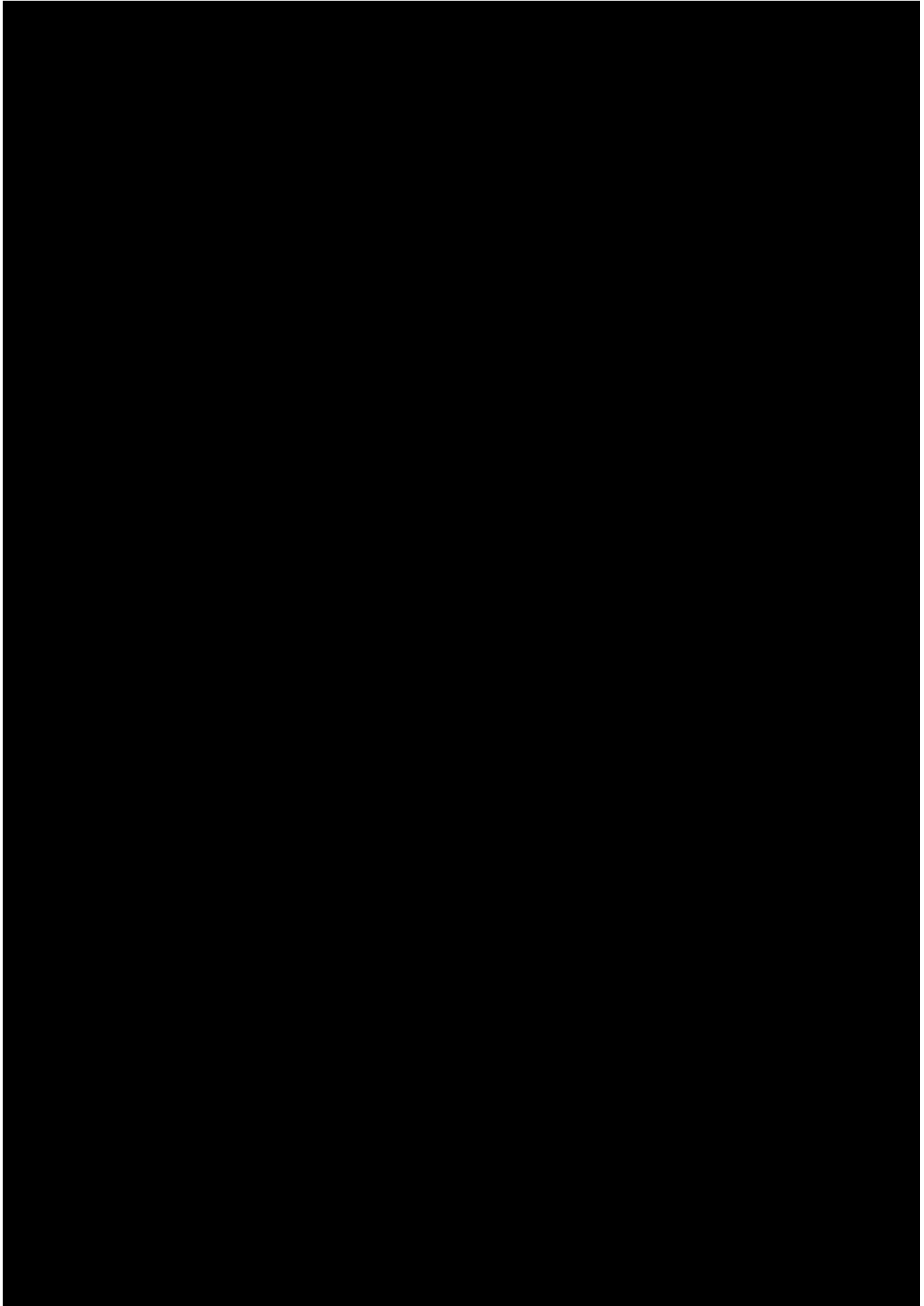
Pricing Schedule for the Shell & Core Works



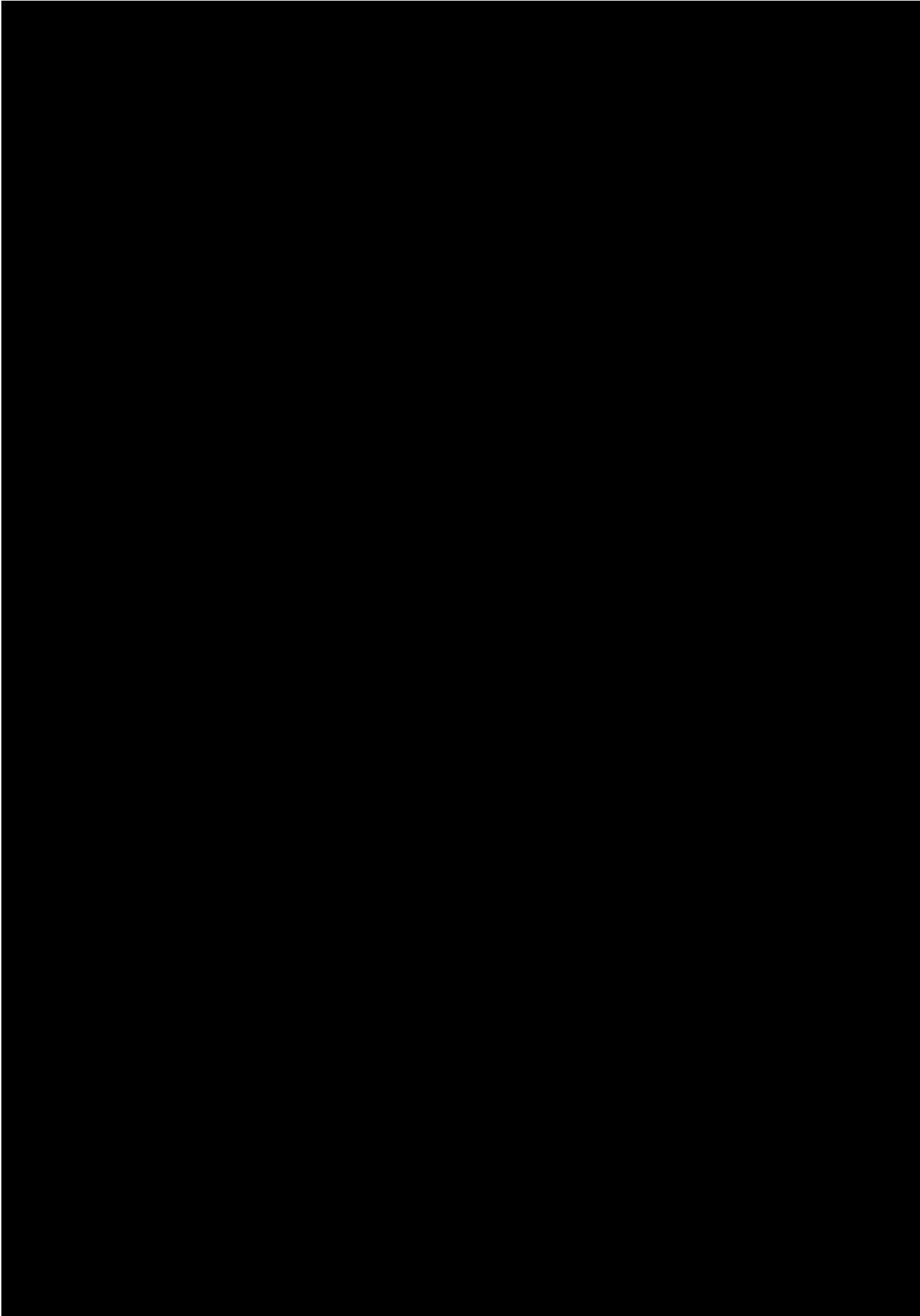
Pricing Schedule for the Shell & Core Works



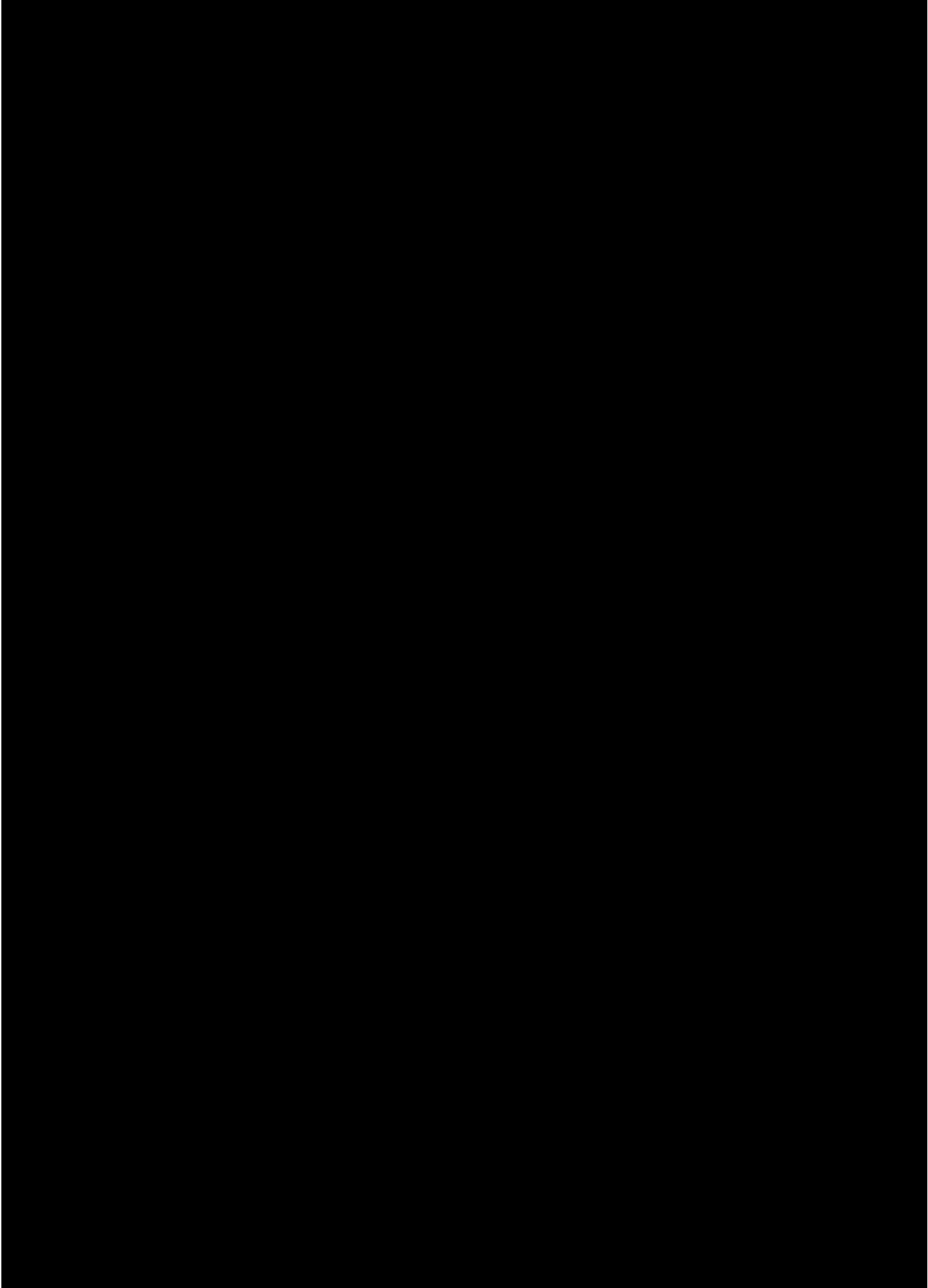
Pricing Schedule for the Shell & Core Works



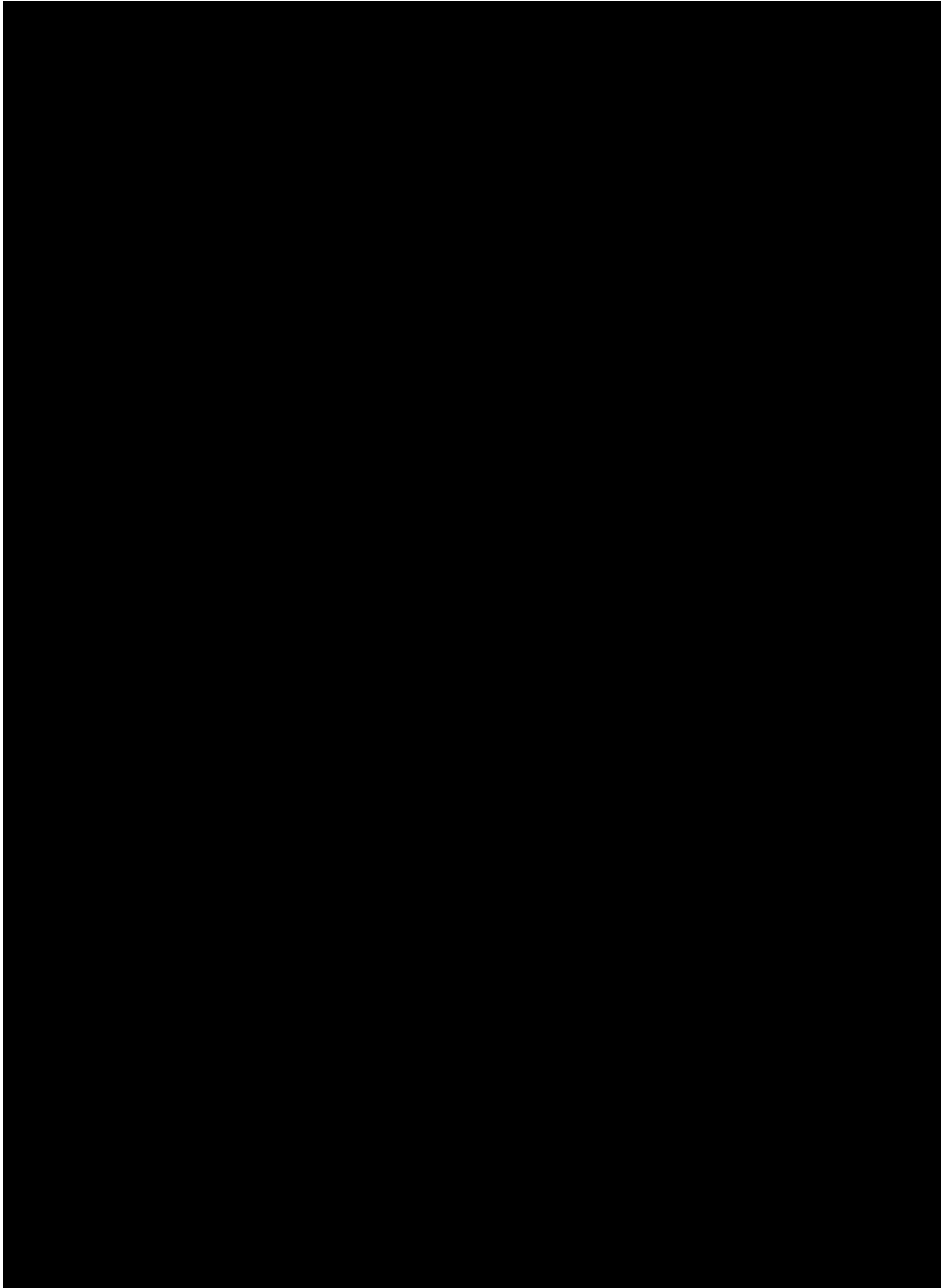
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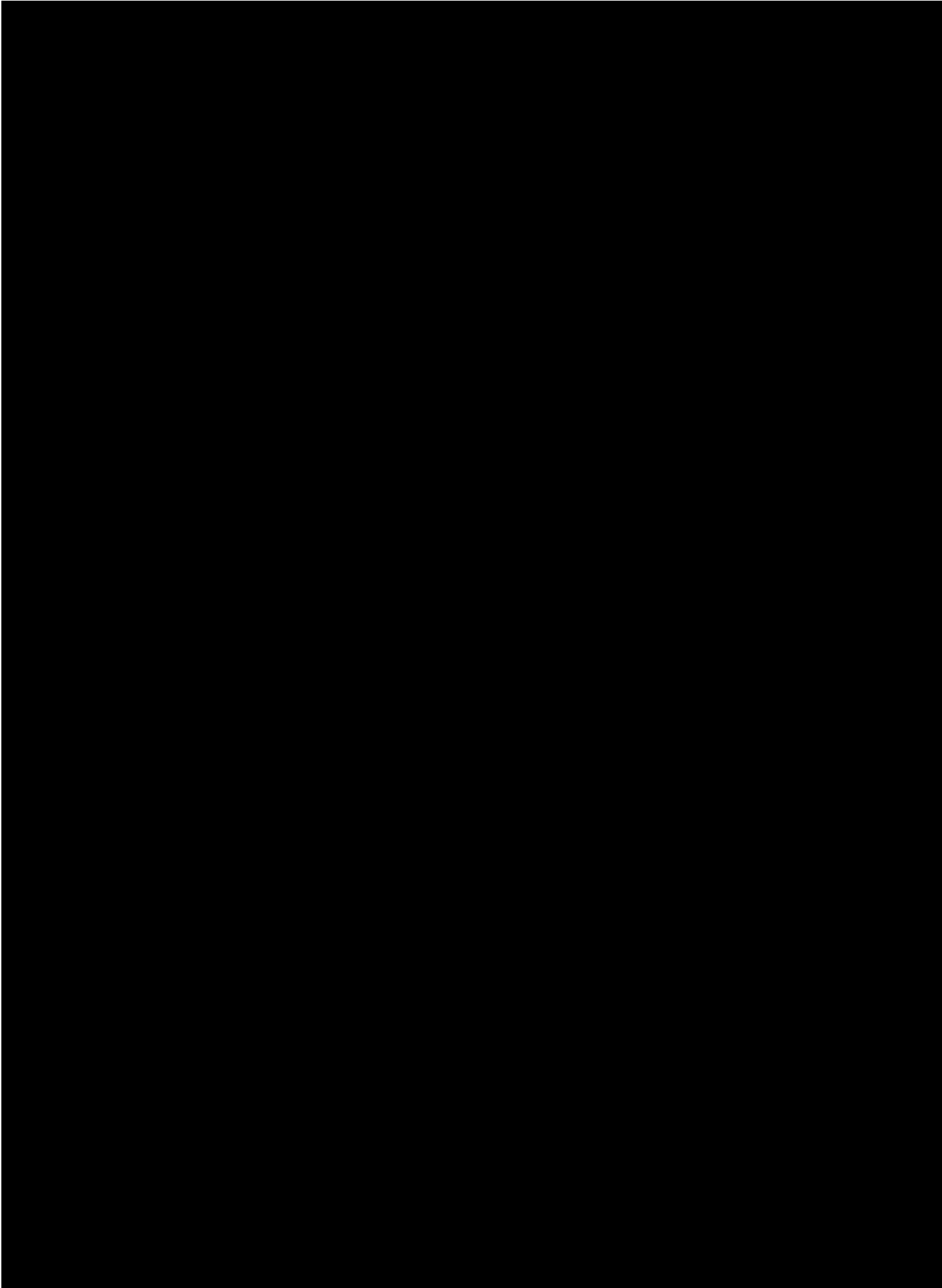
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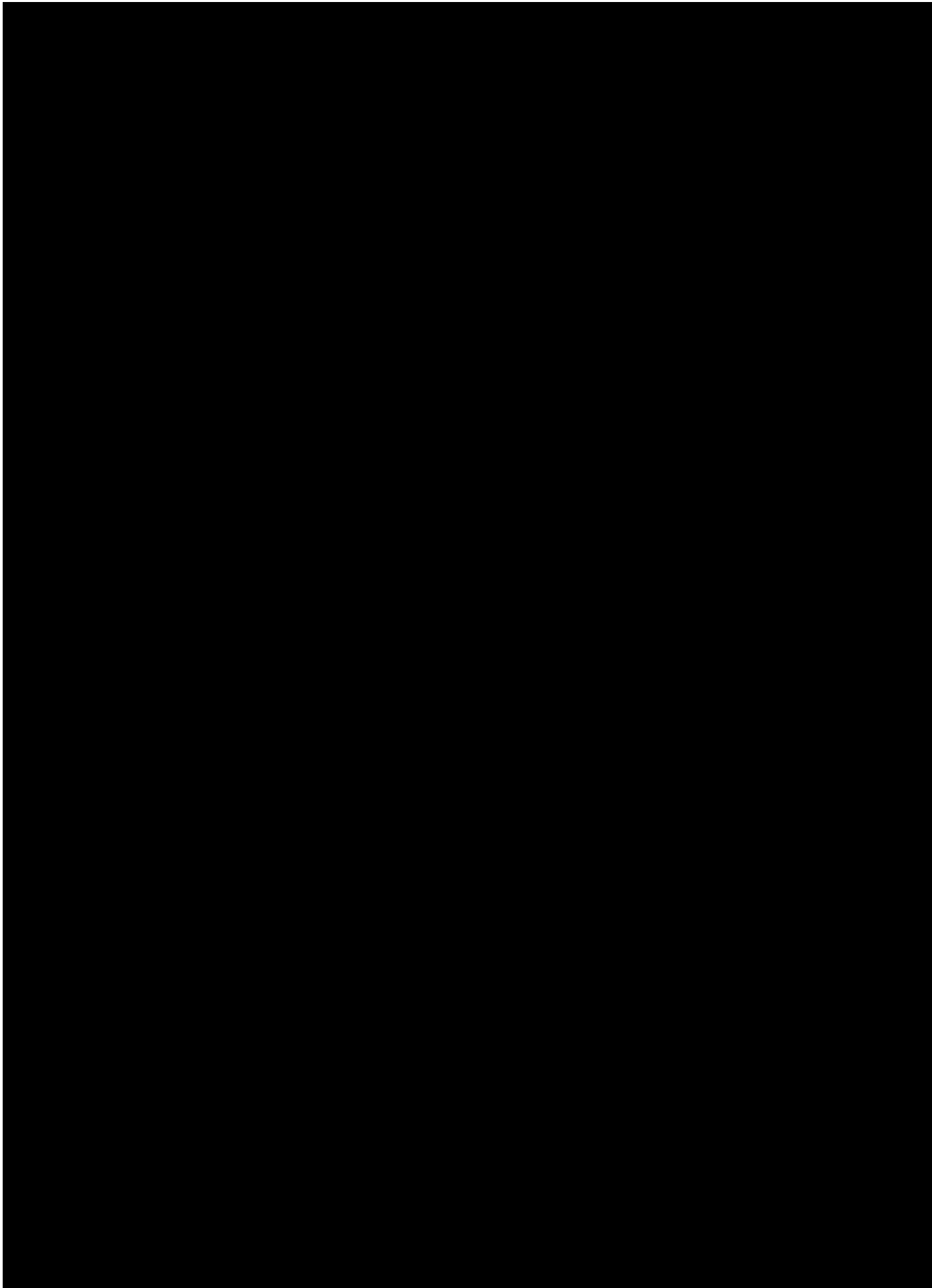
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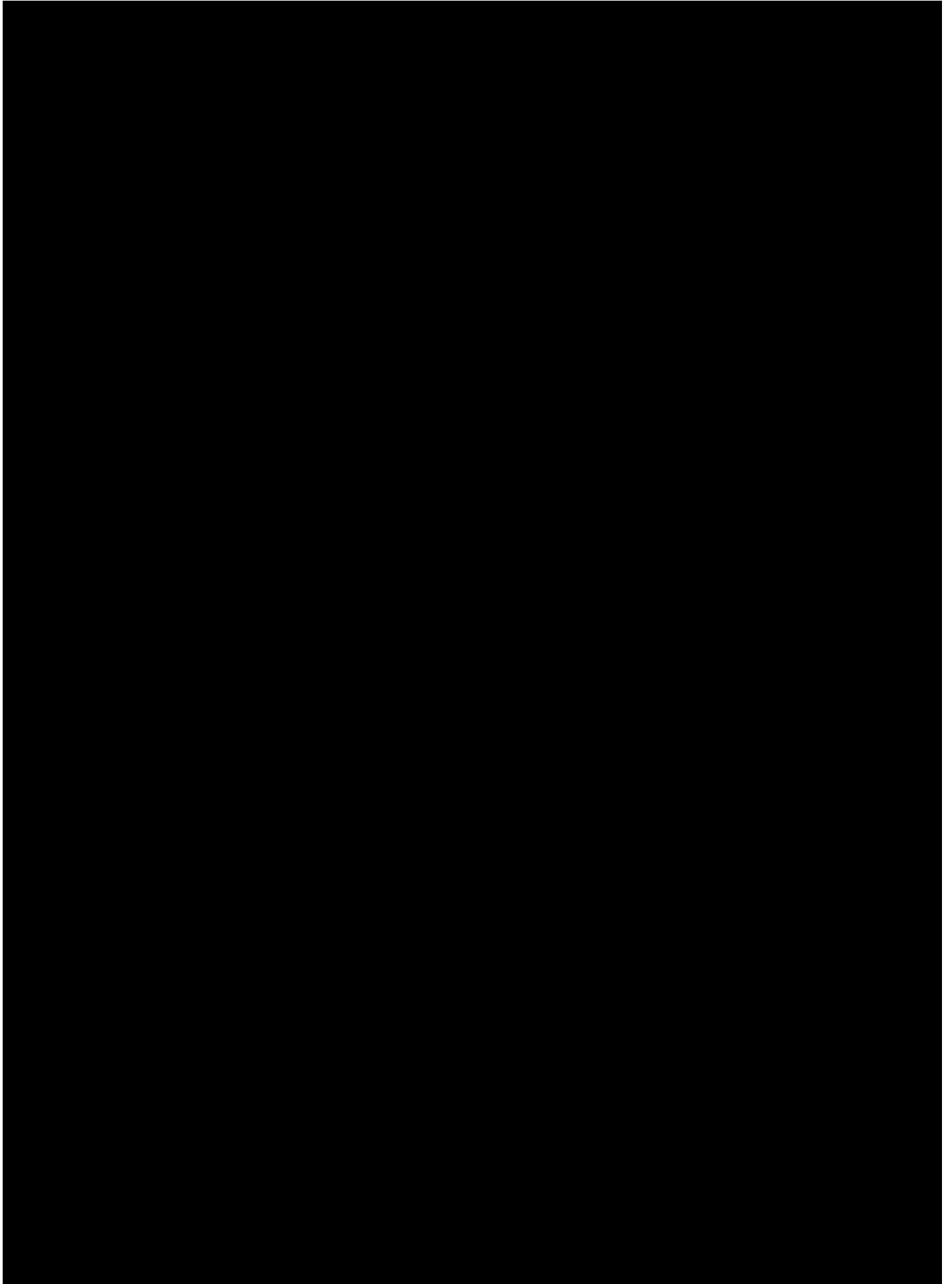
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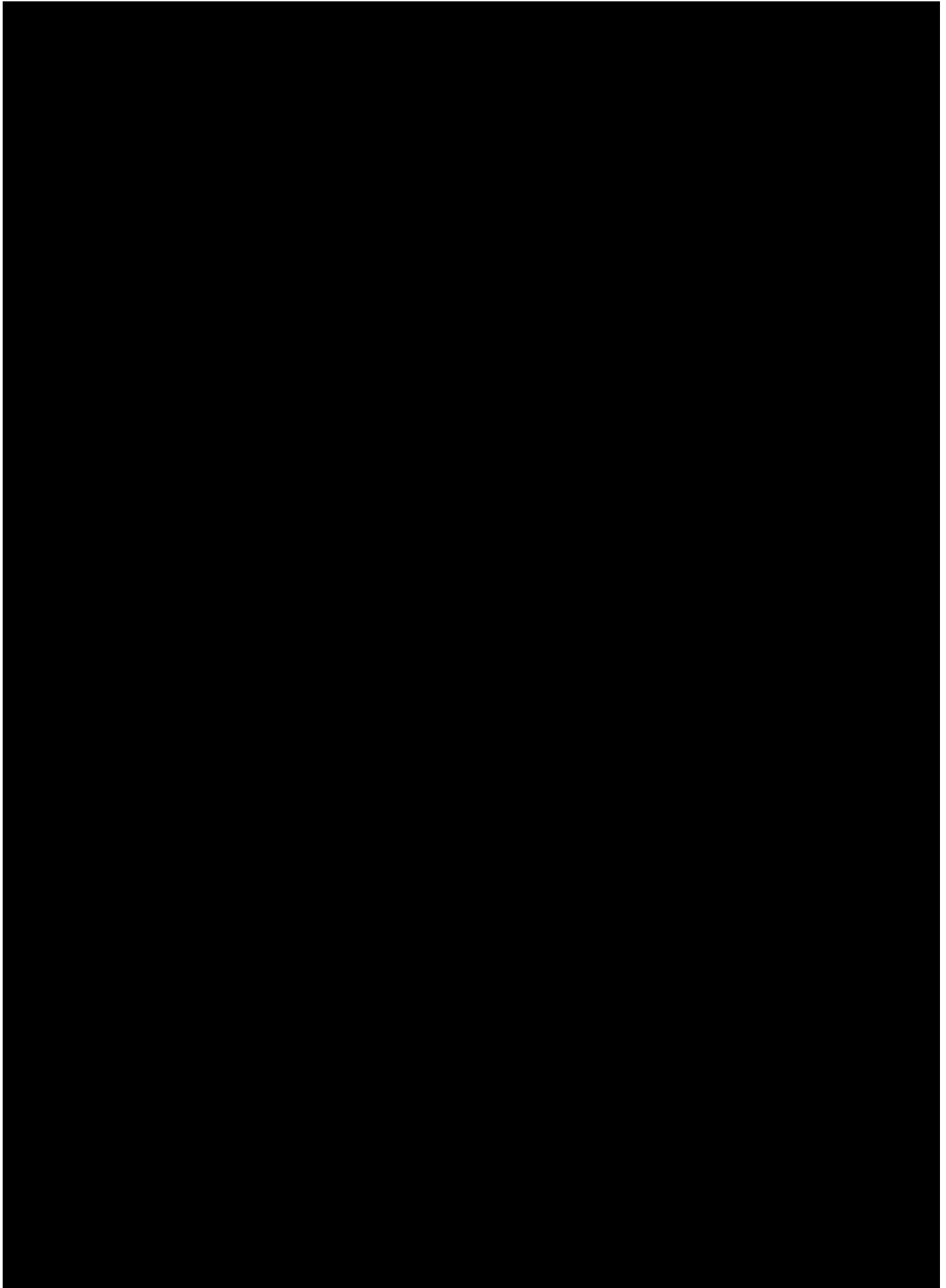
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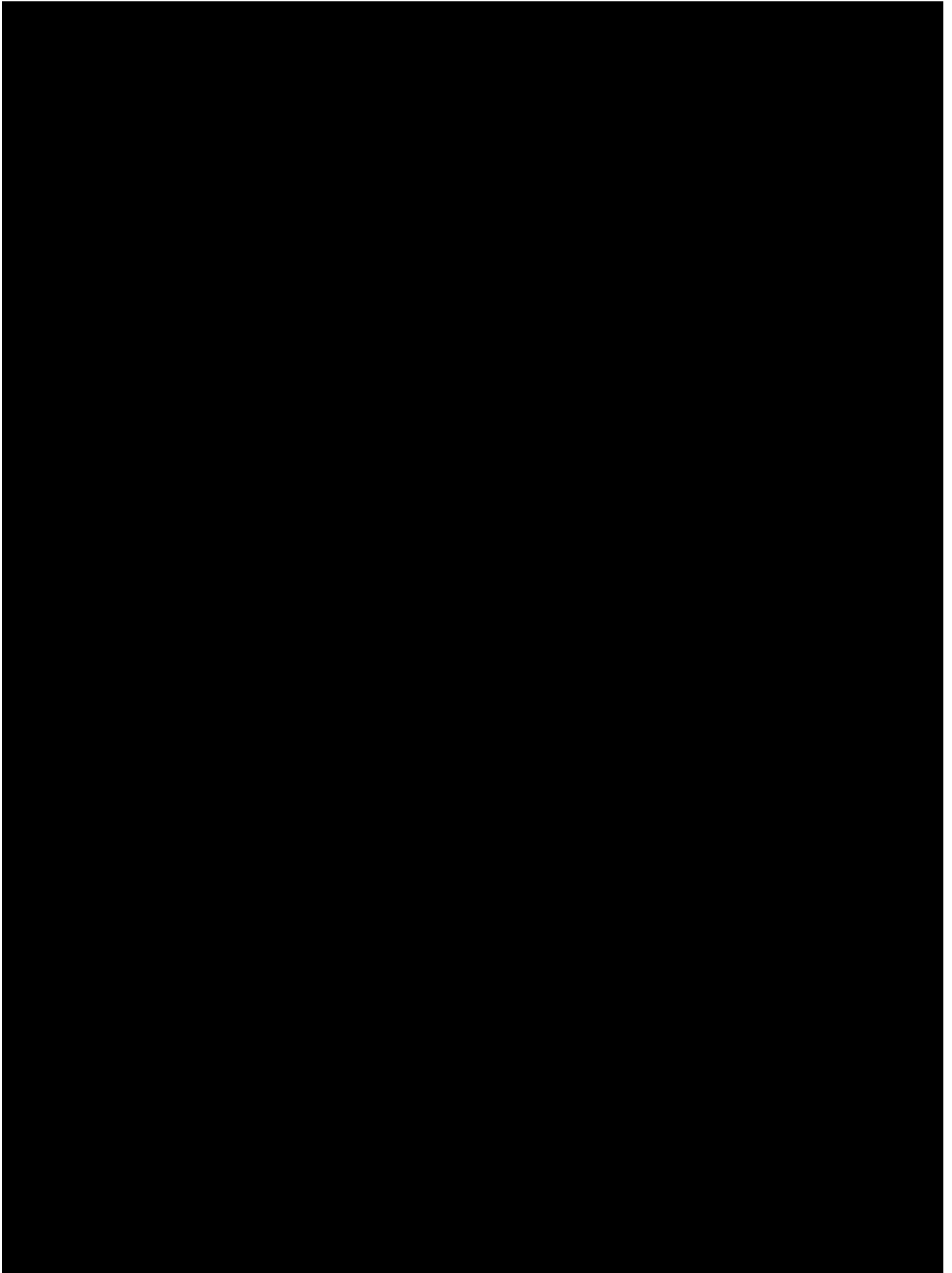
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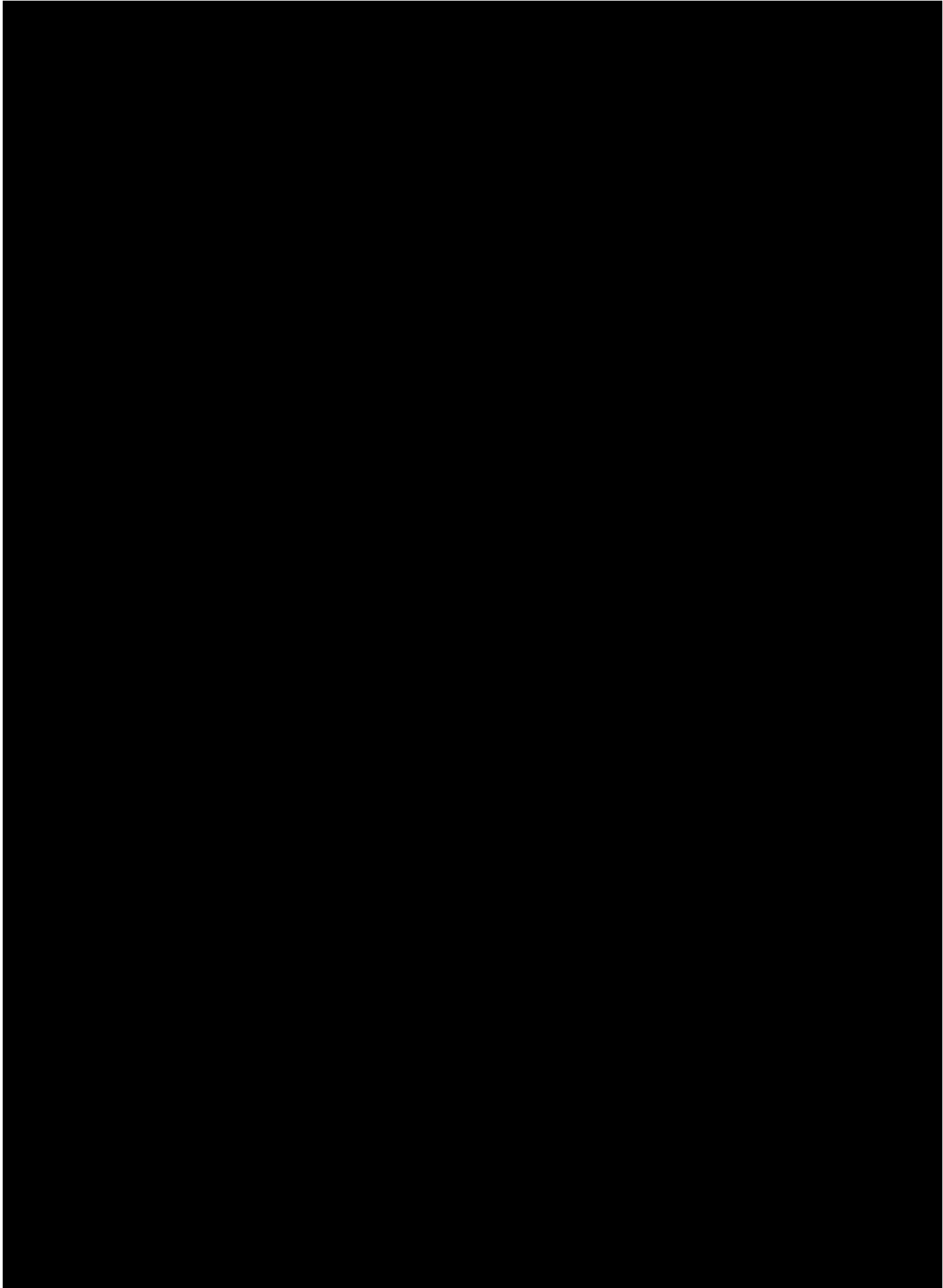
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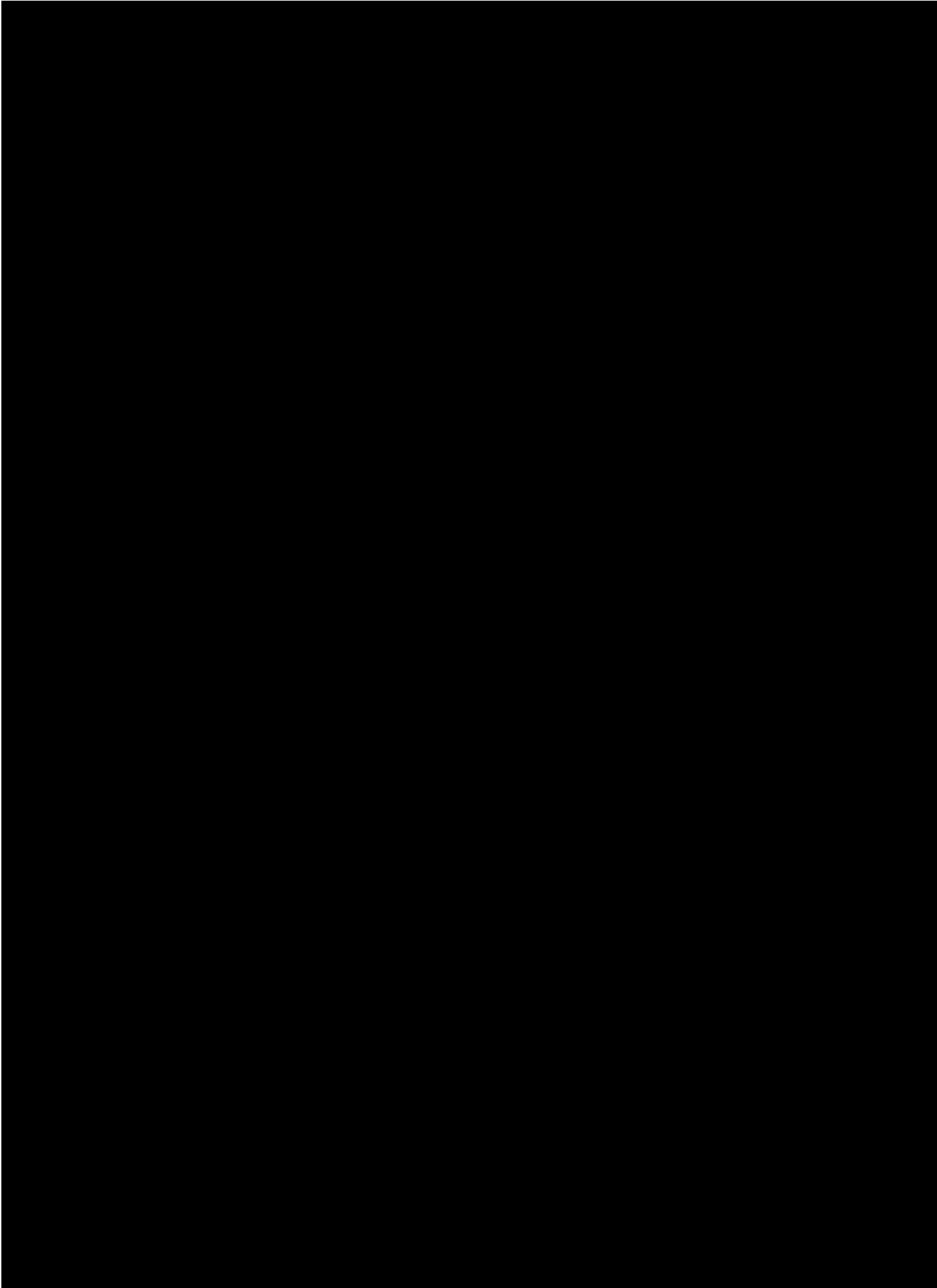
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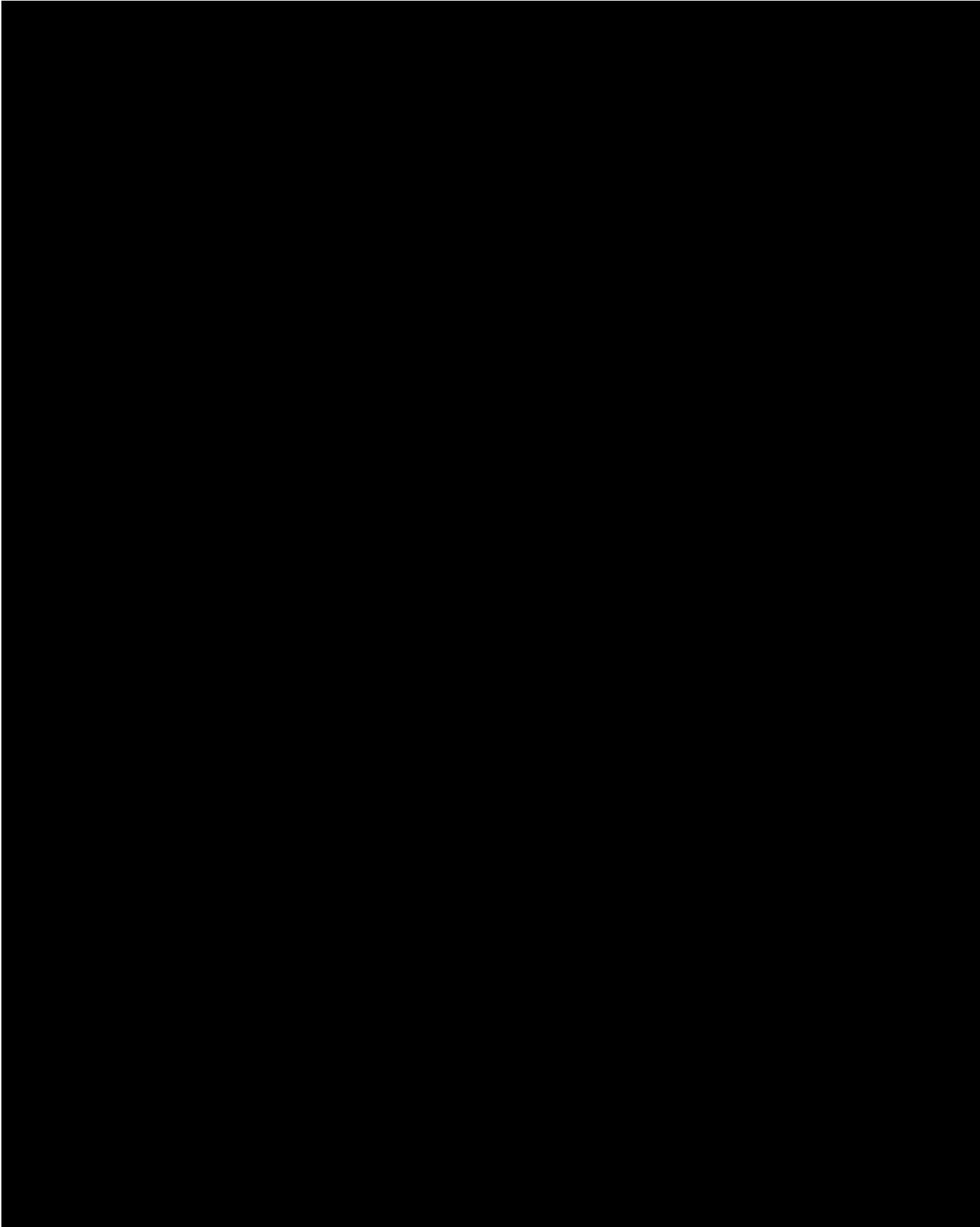
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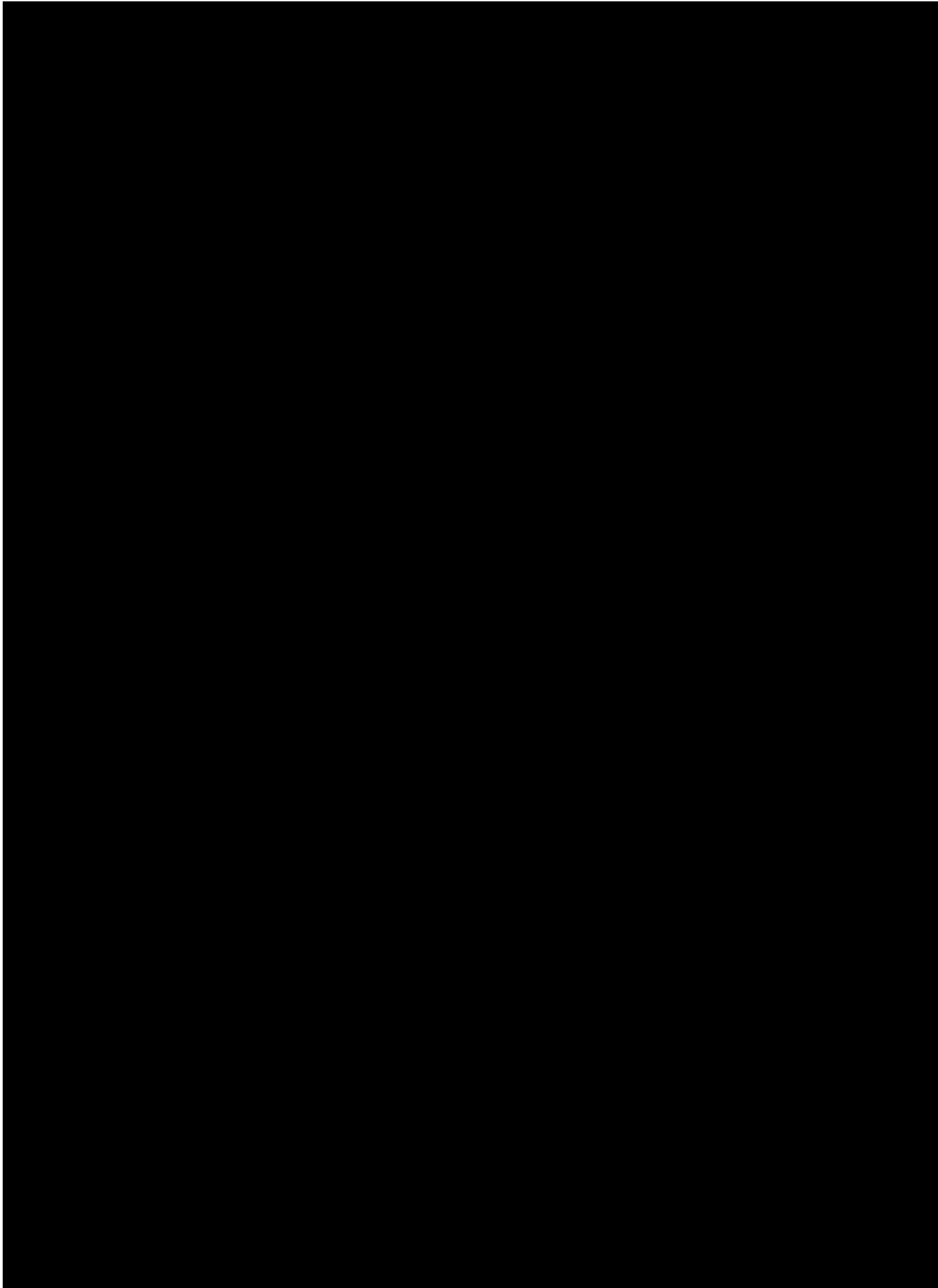
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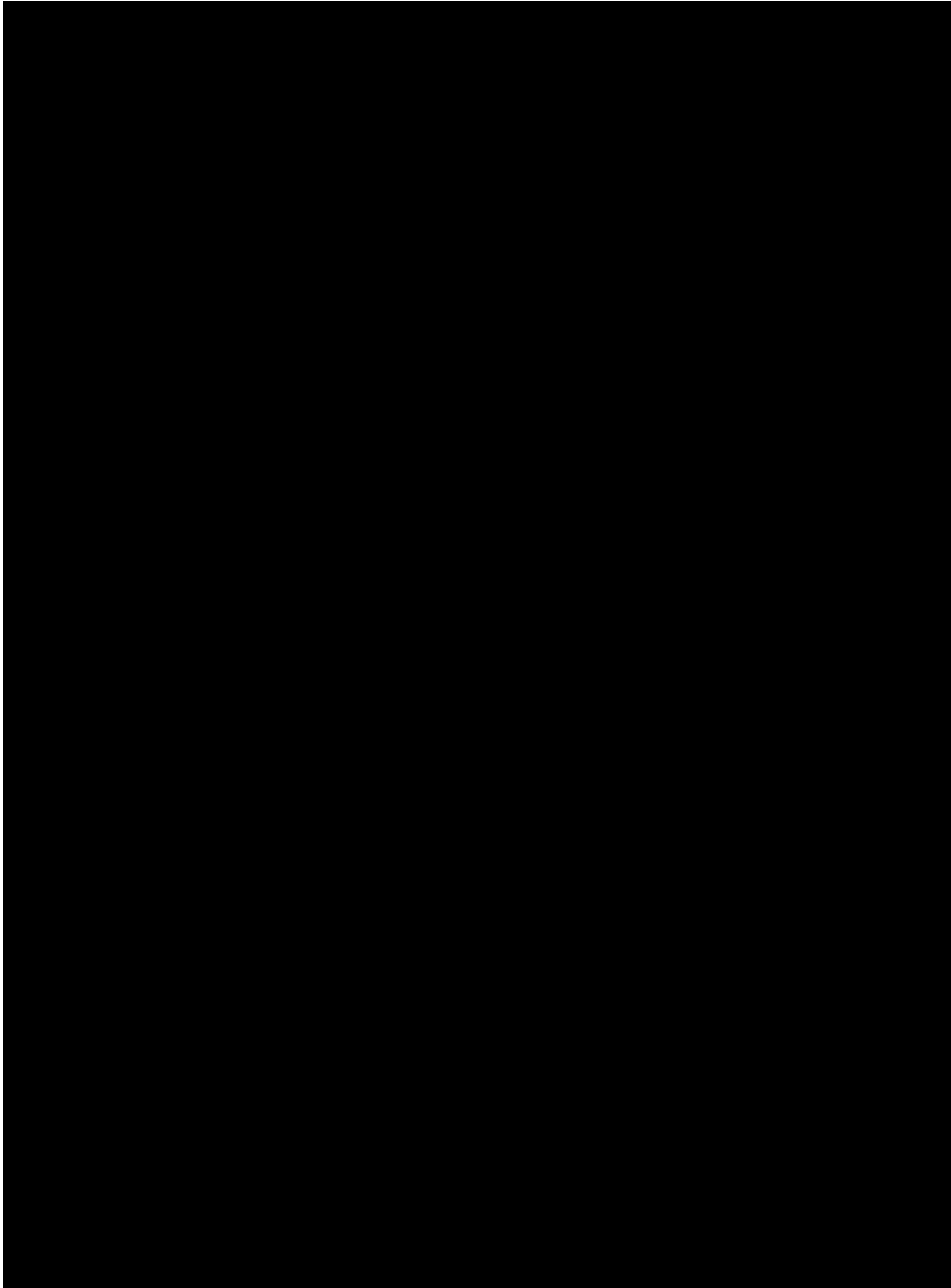
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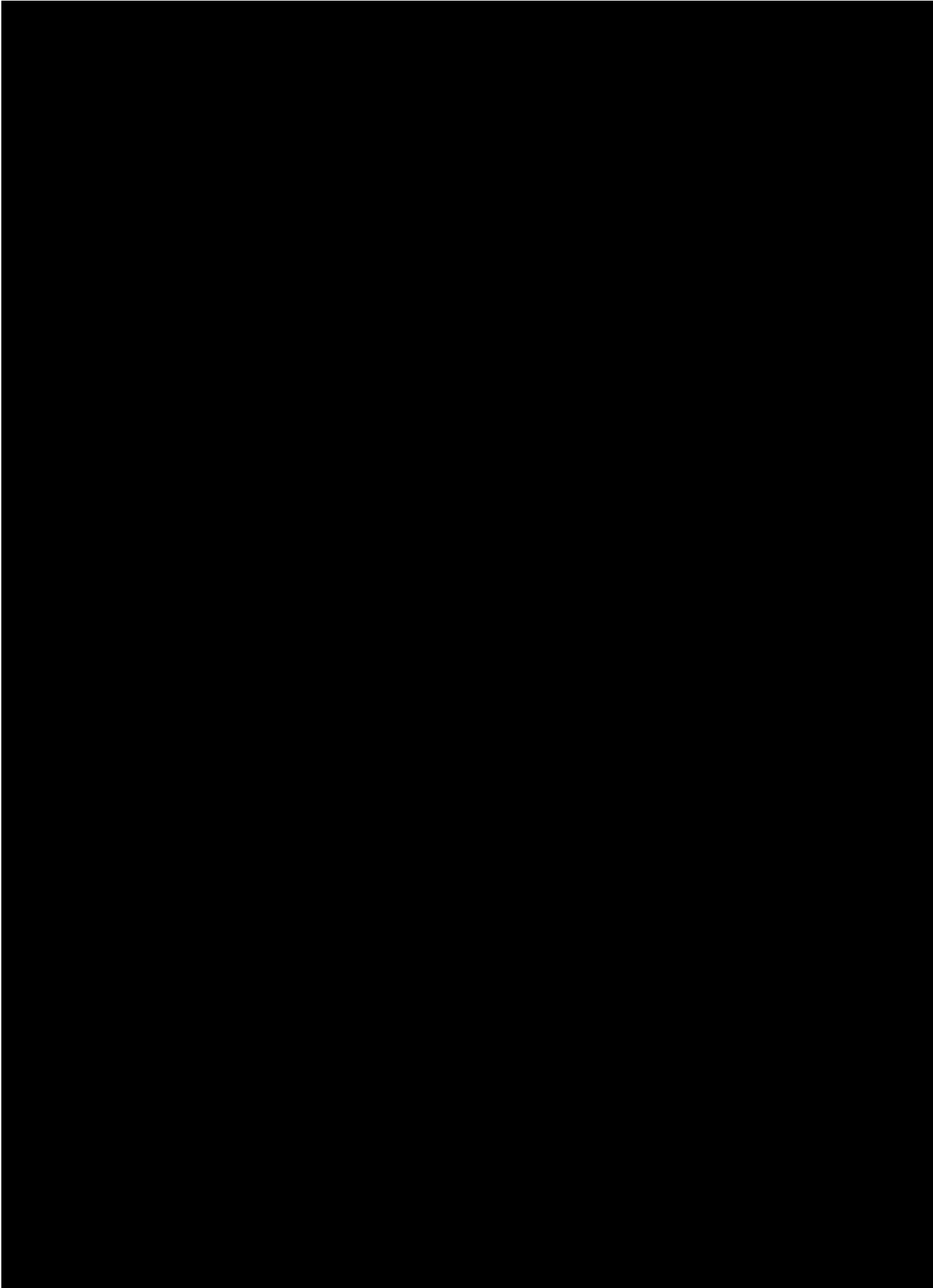
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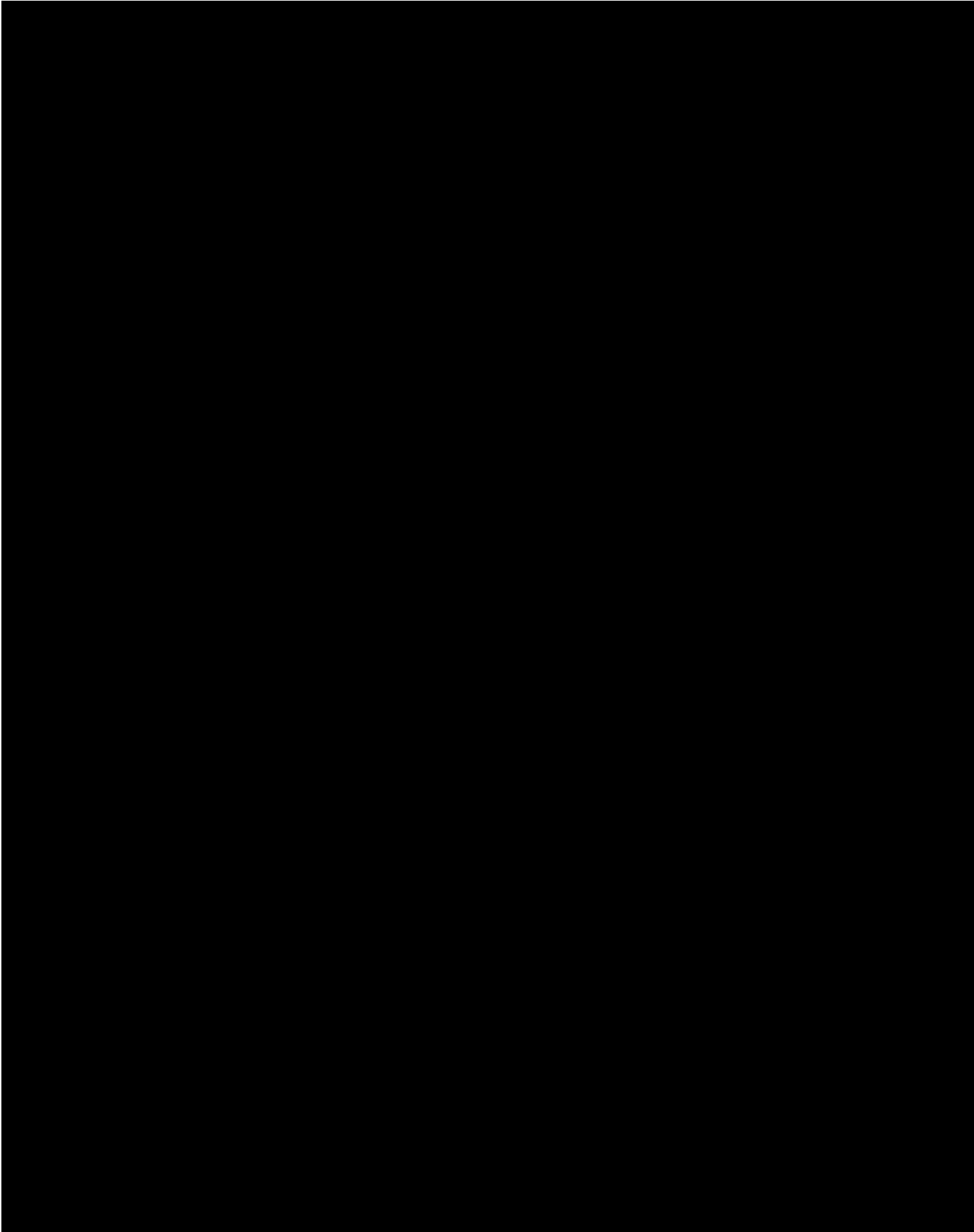
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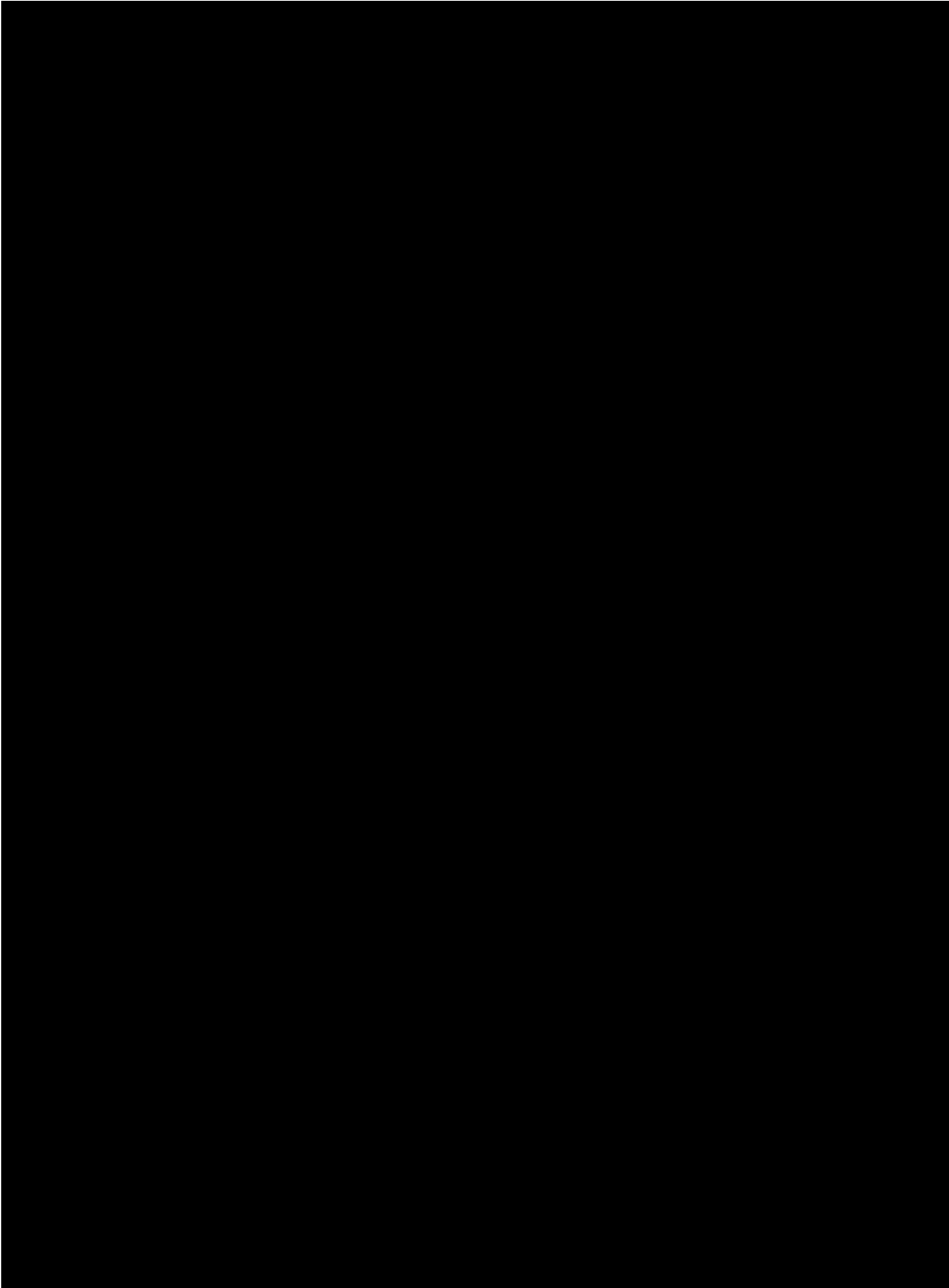
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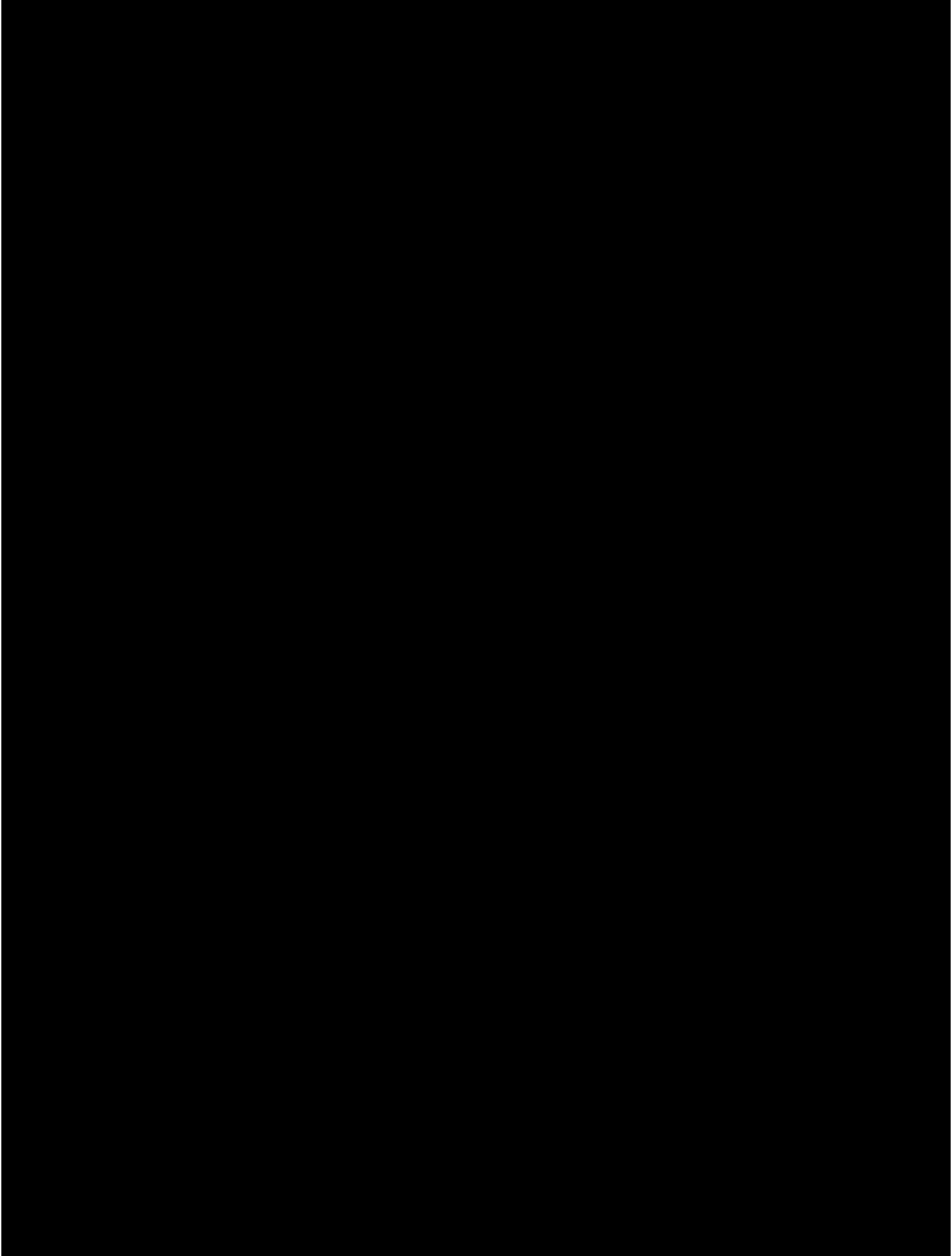
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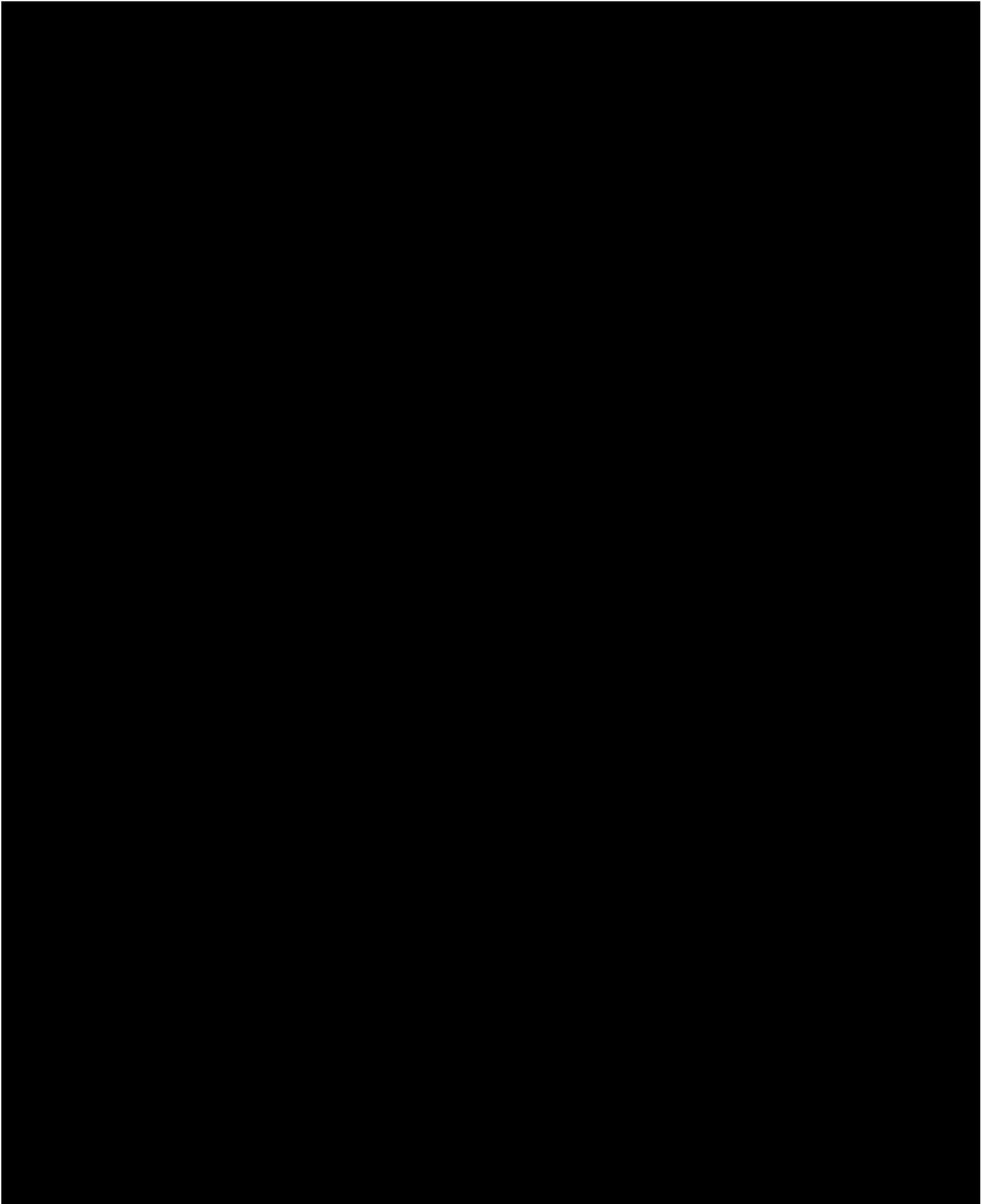
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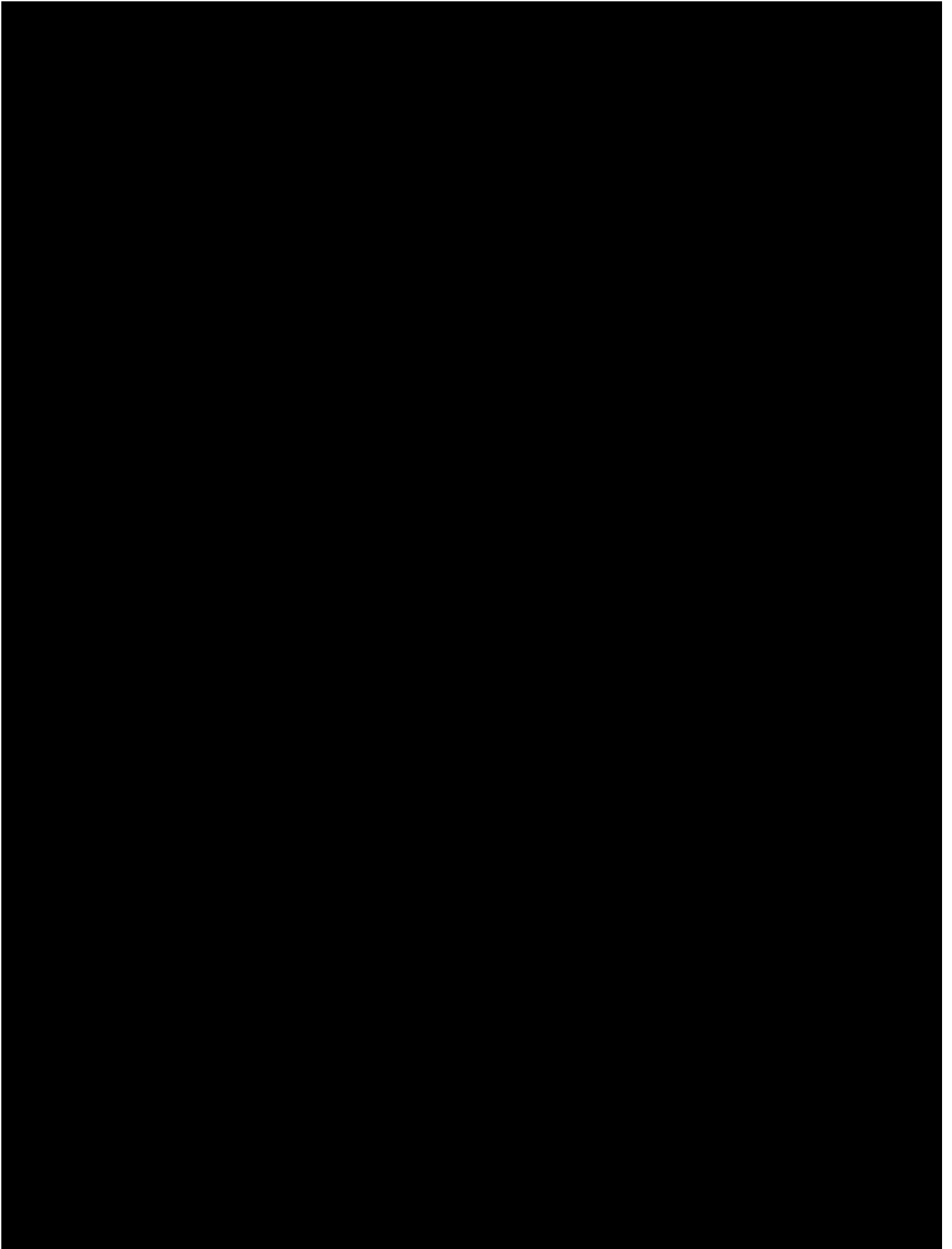
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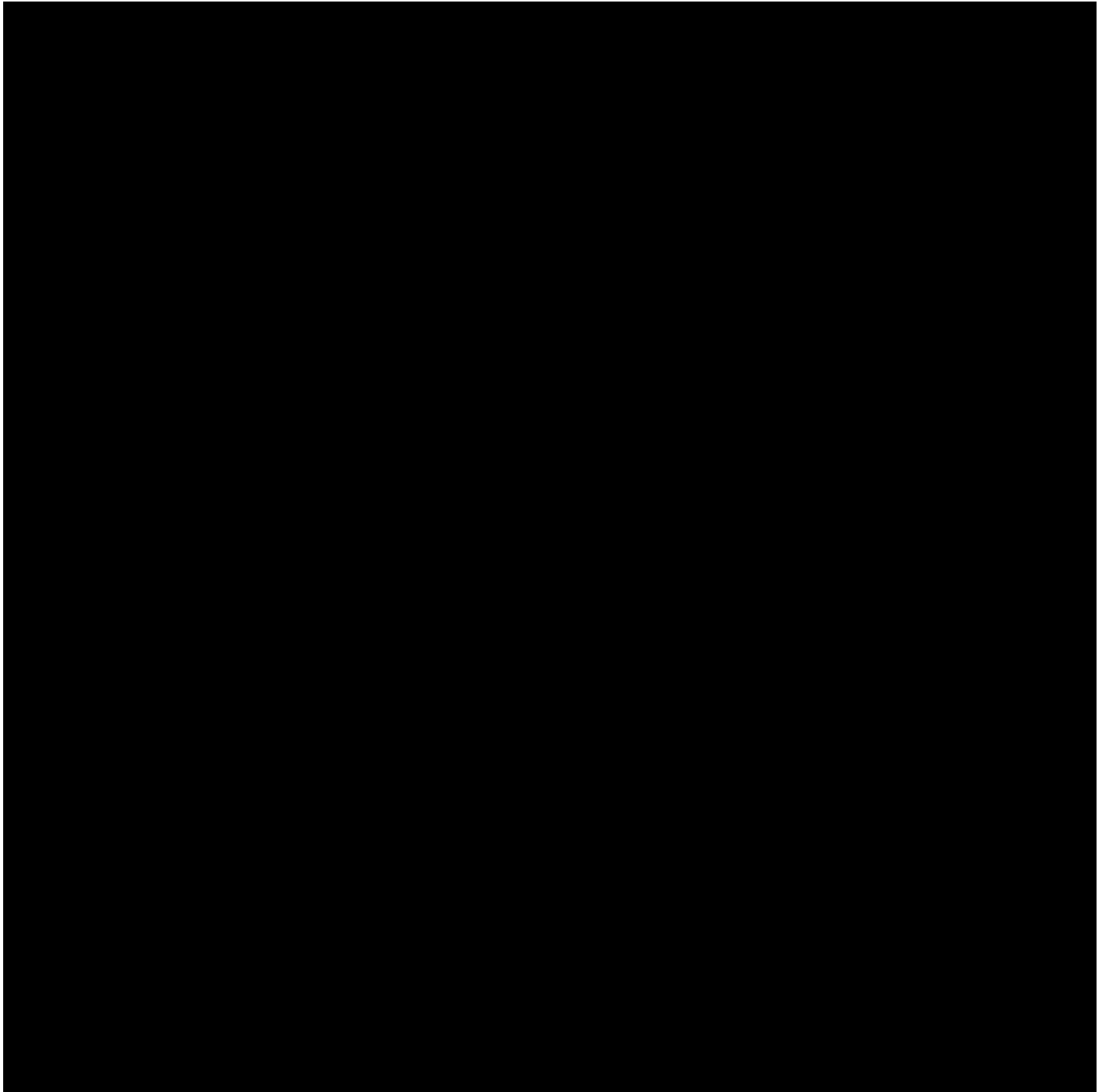
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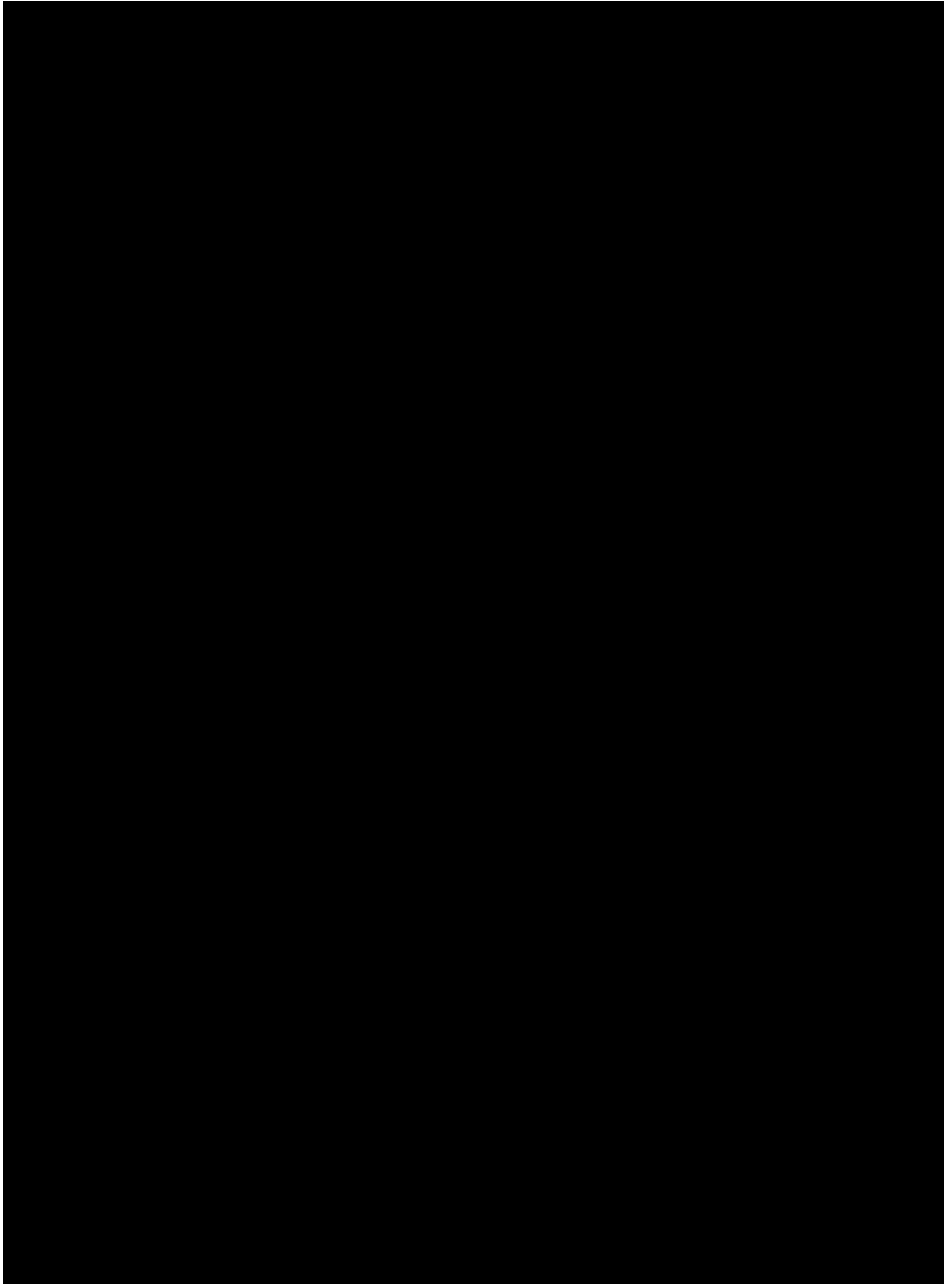
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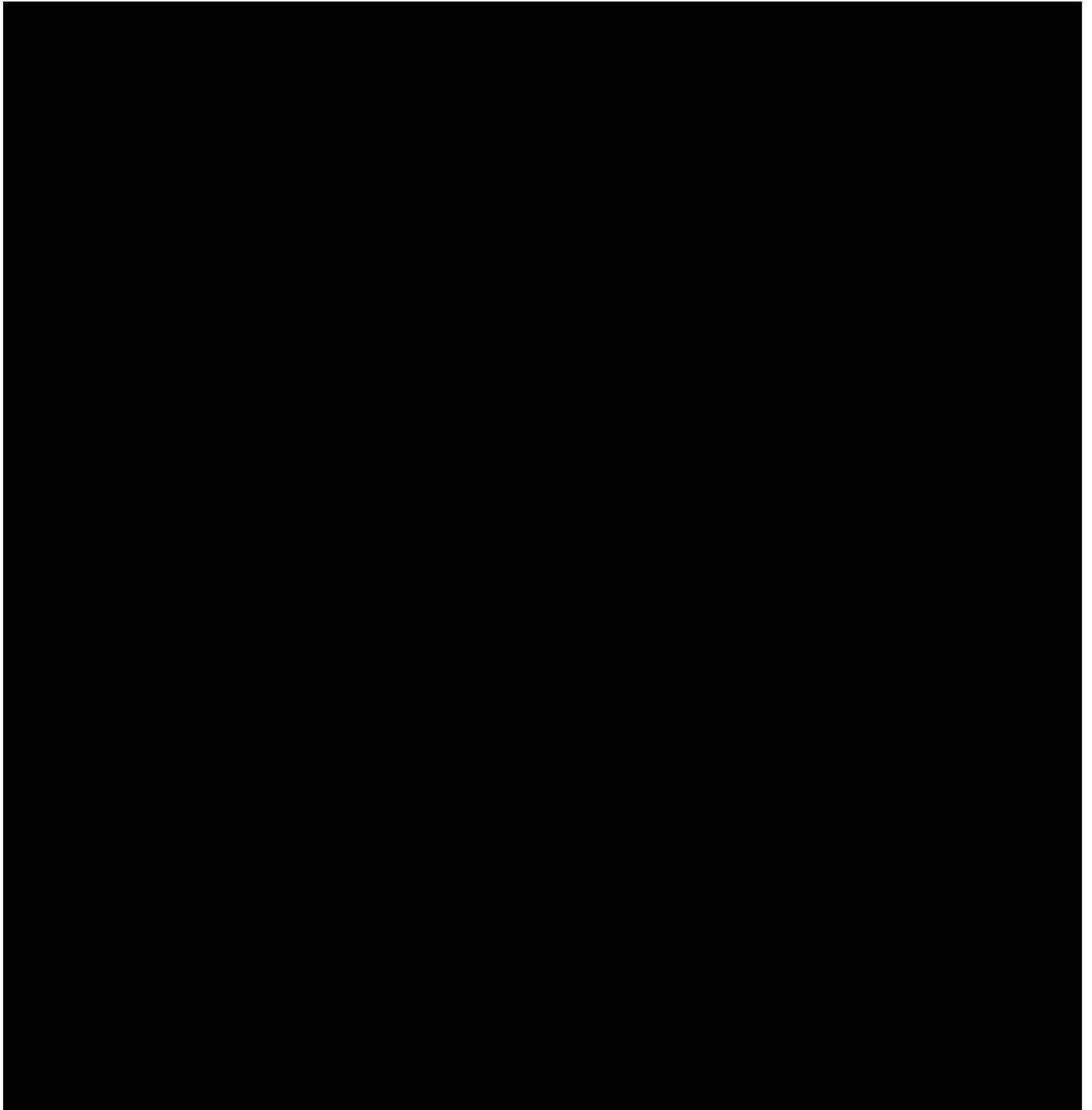
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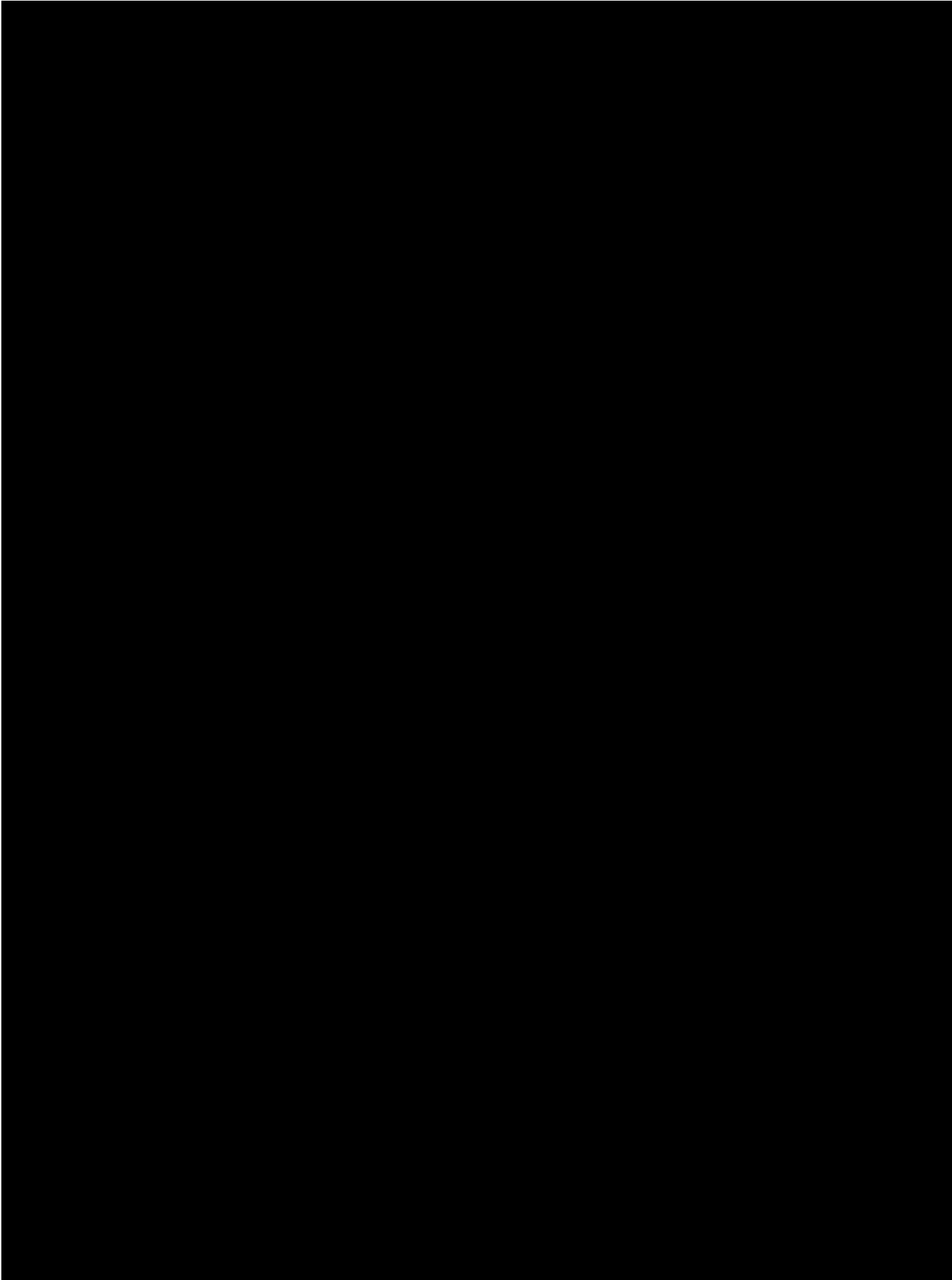
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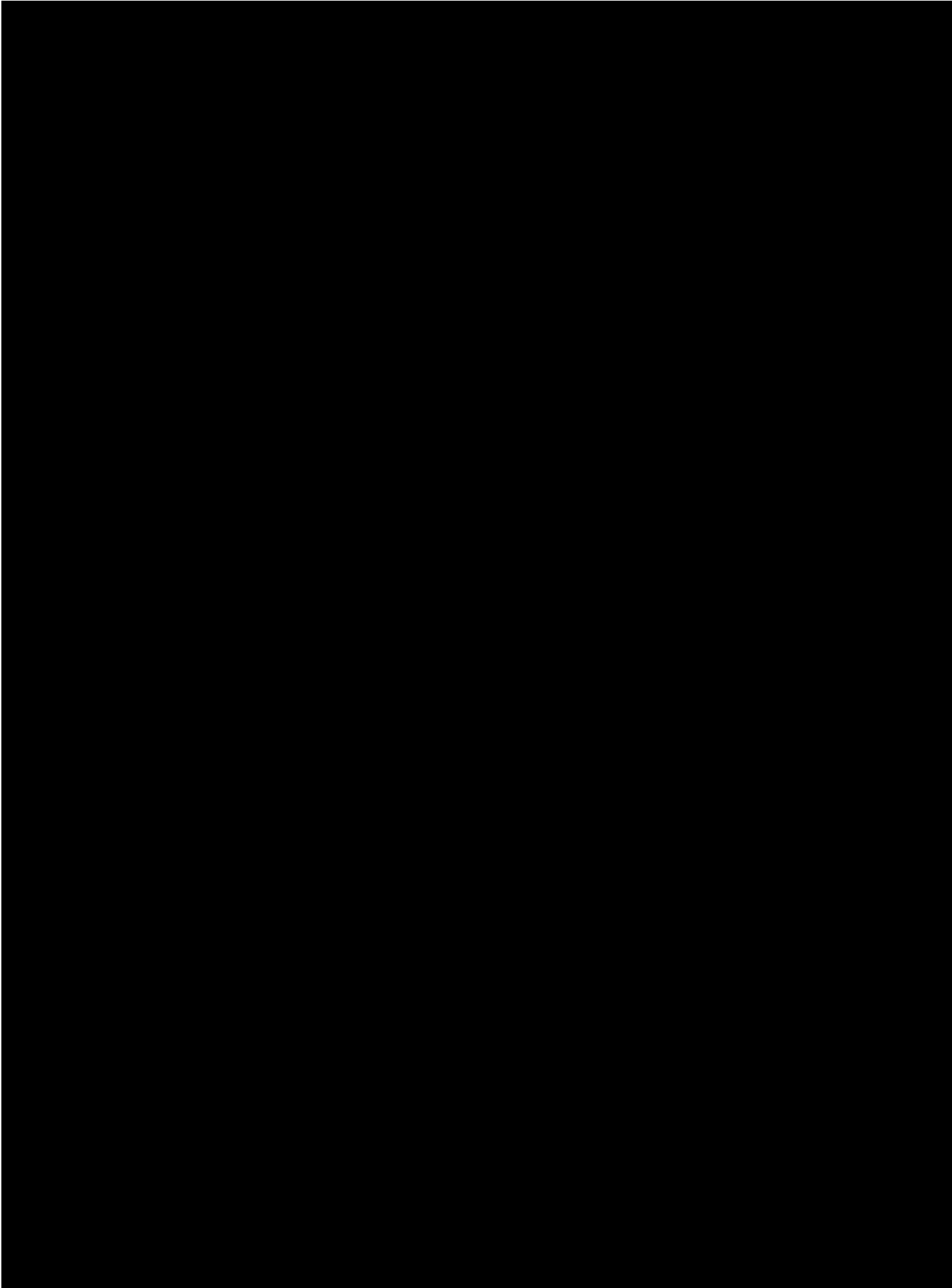
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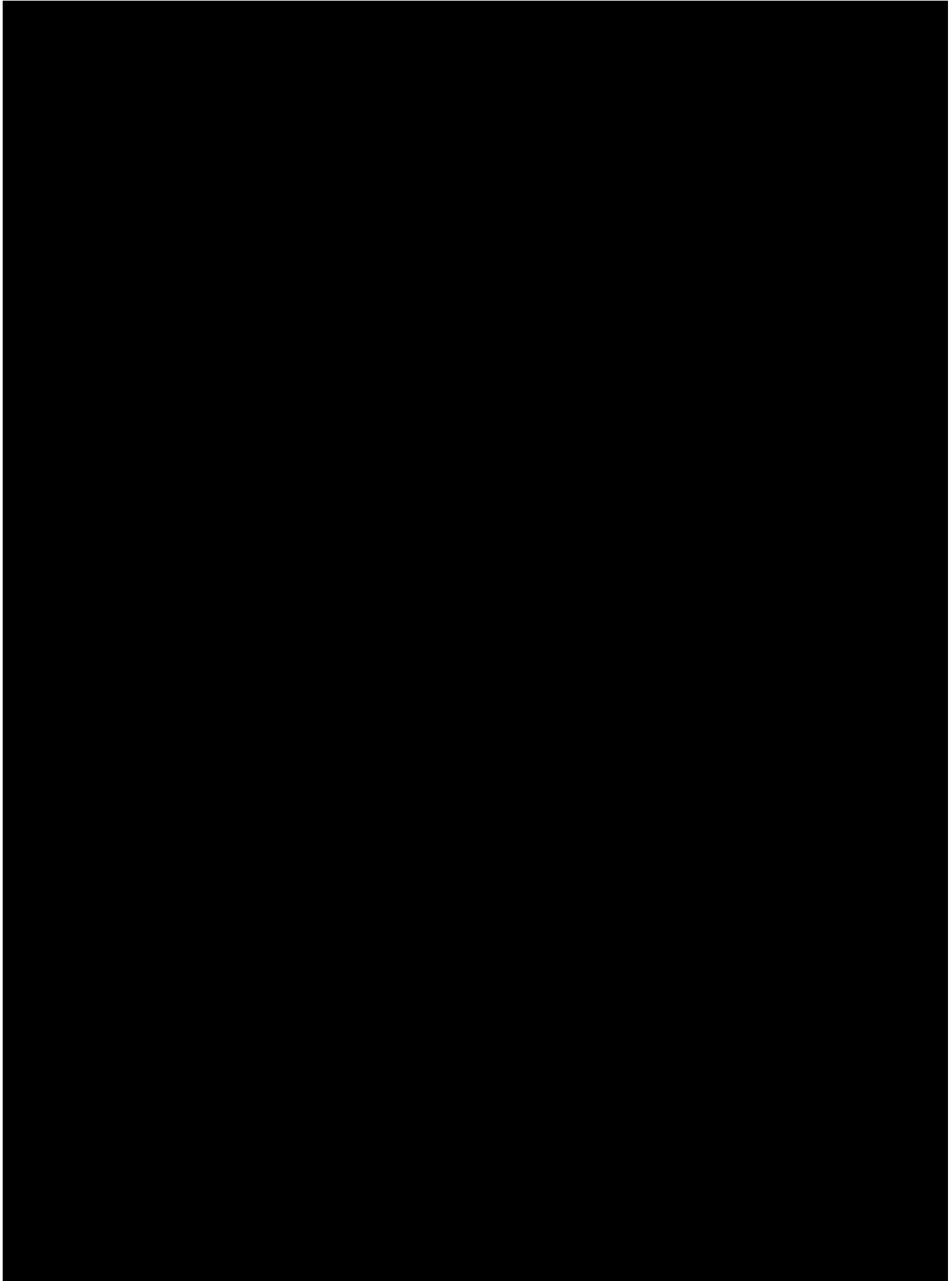
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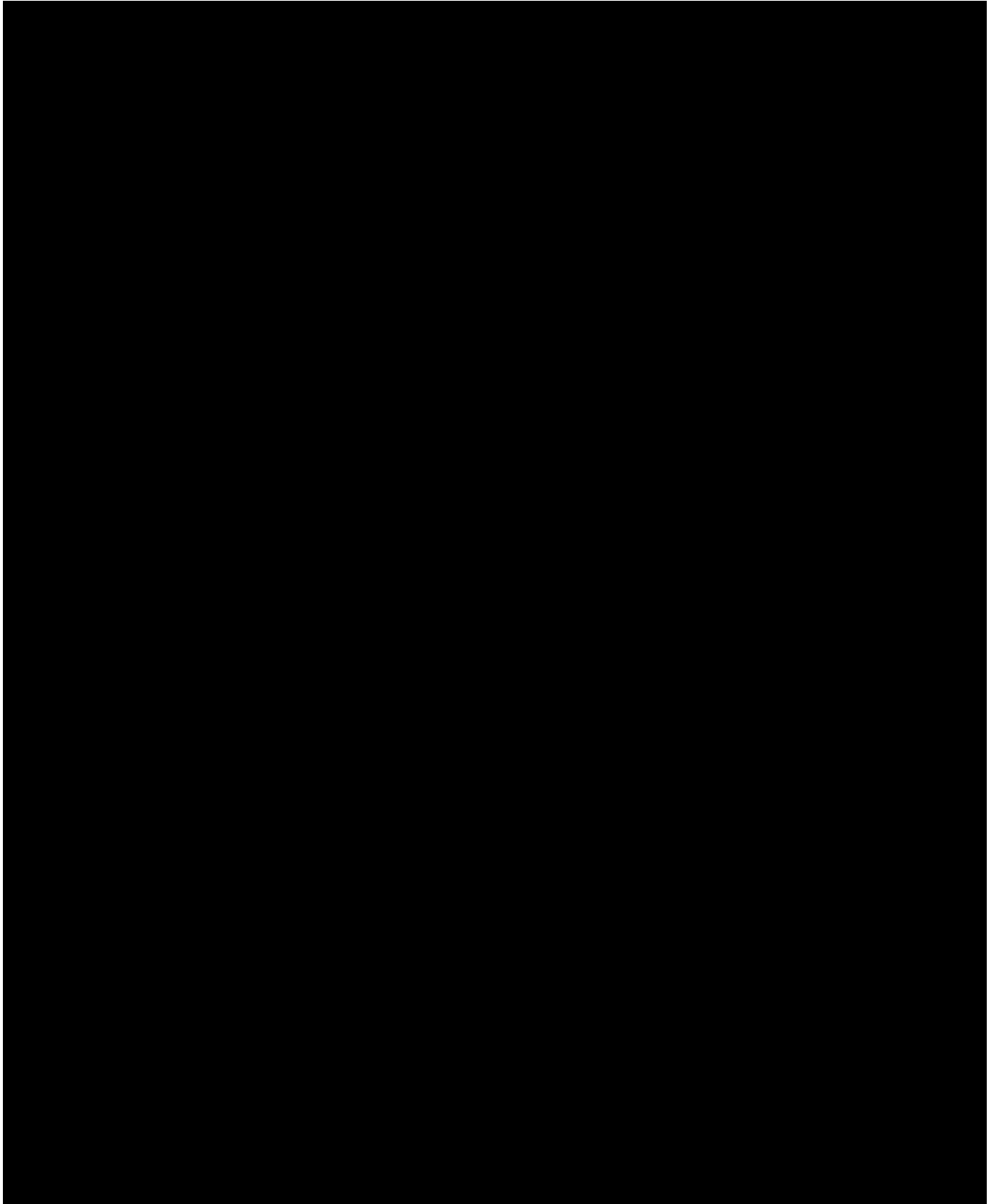
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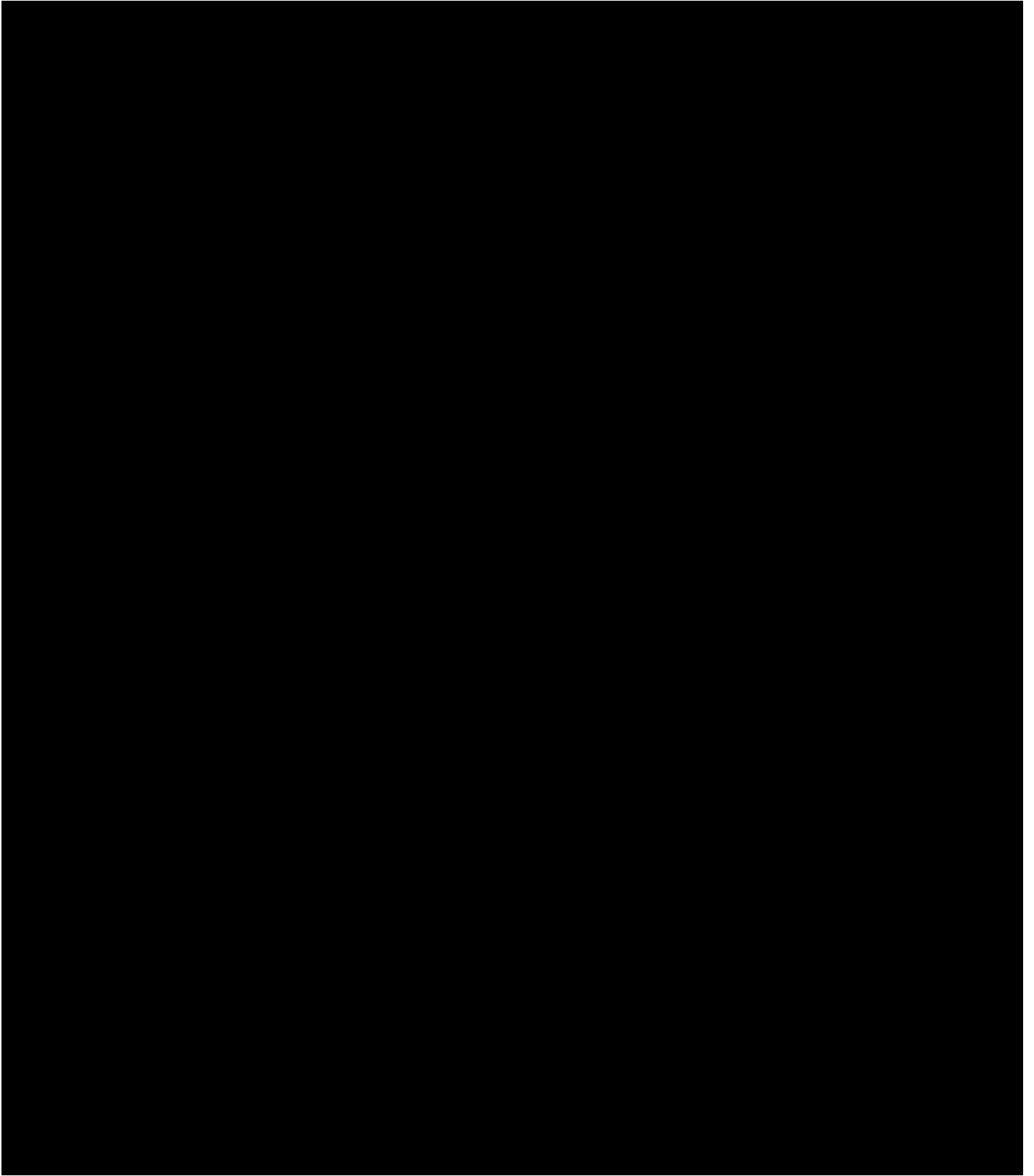
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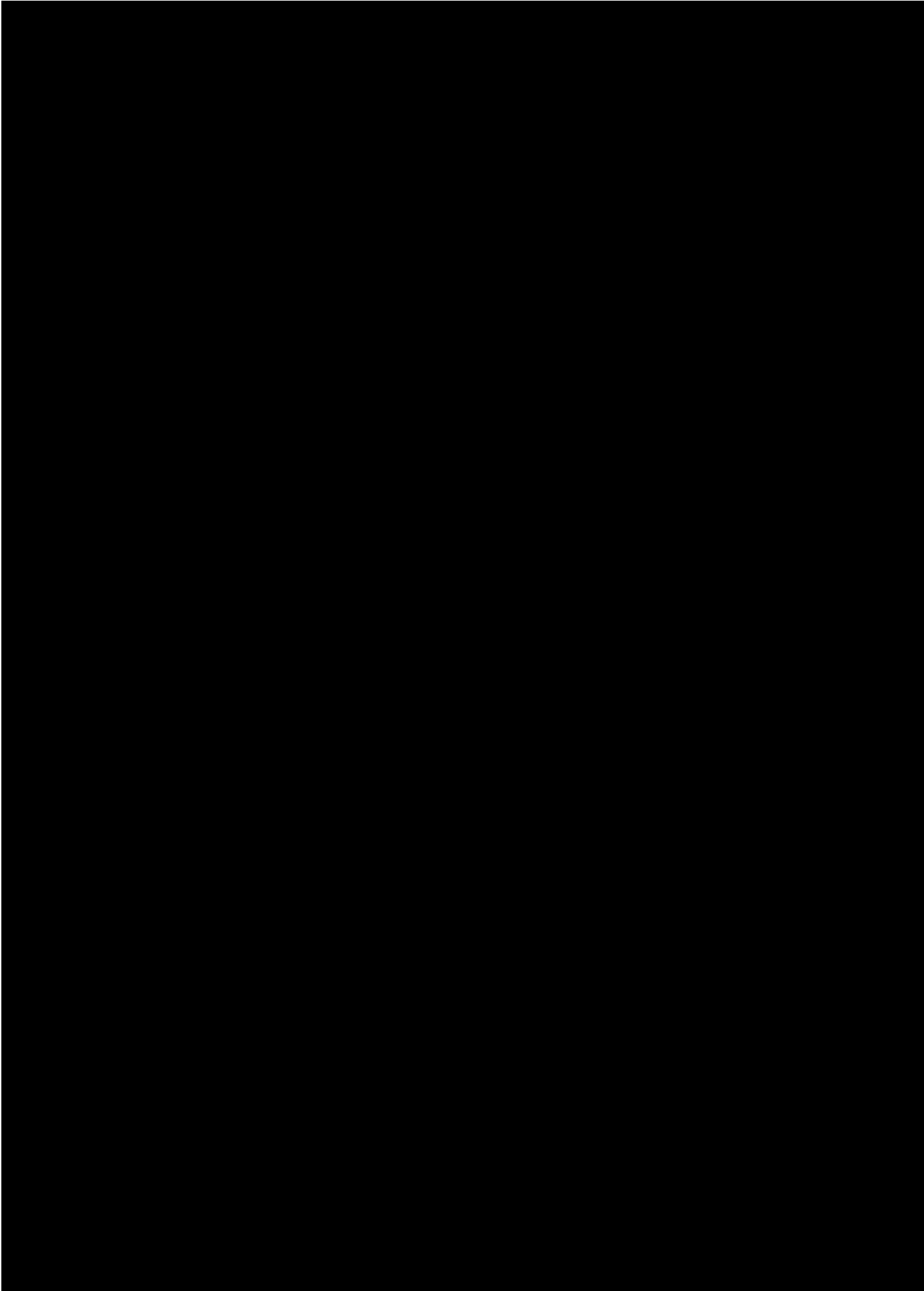
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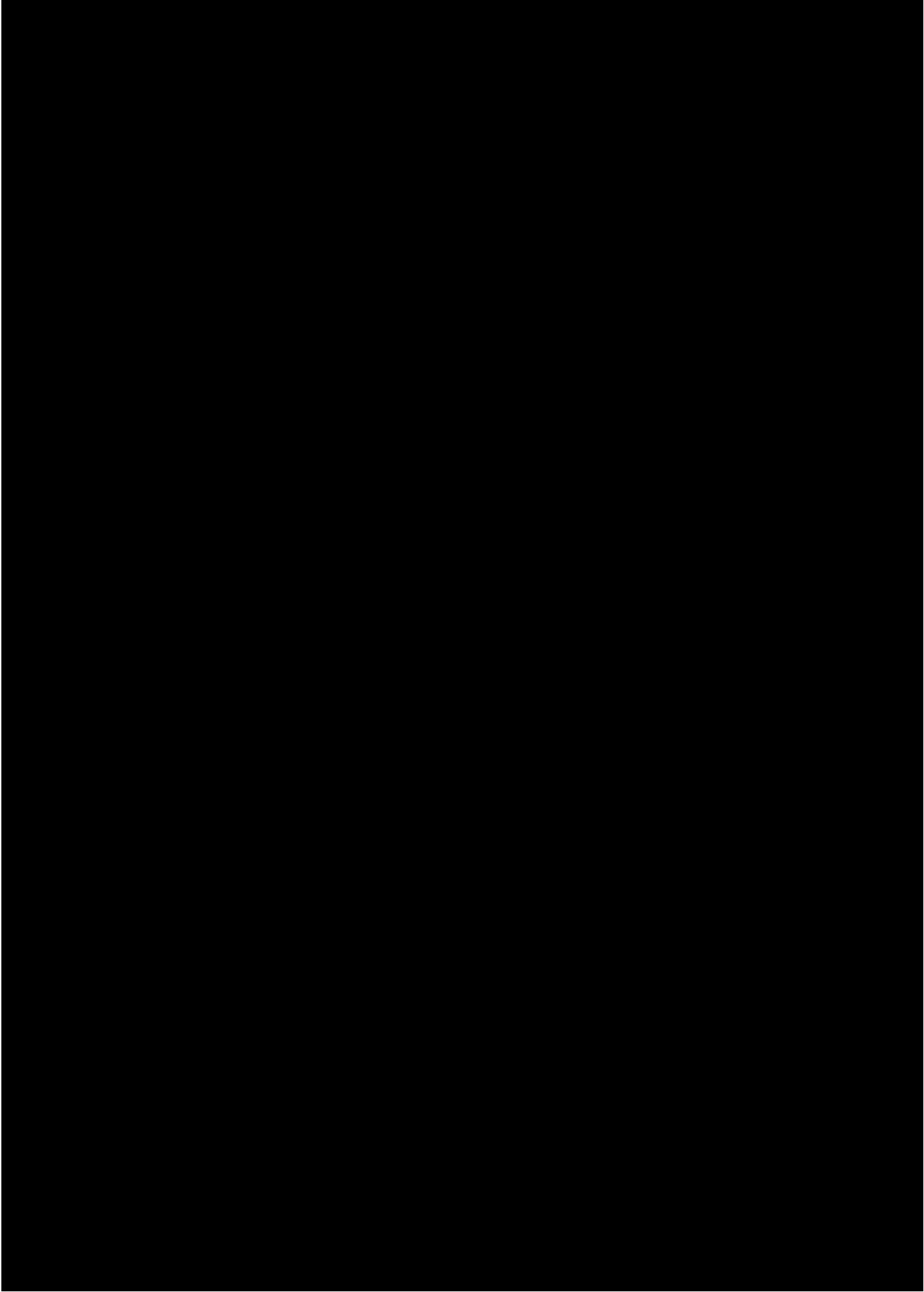
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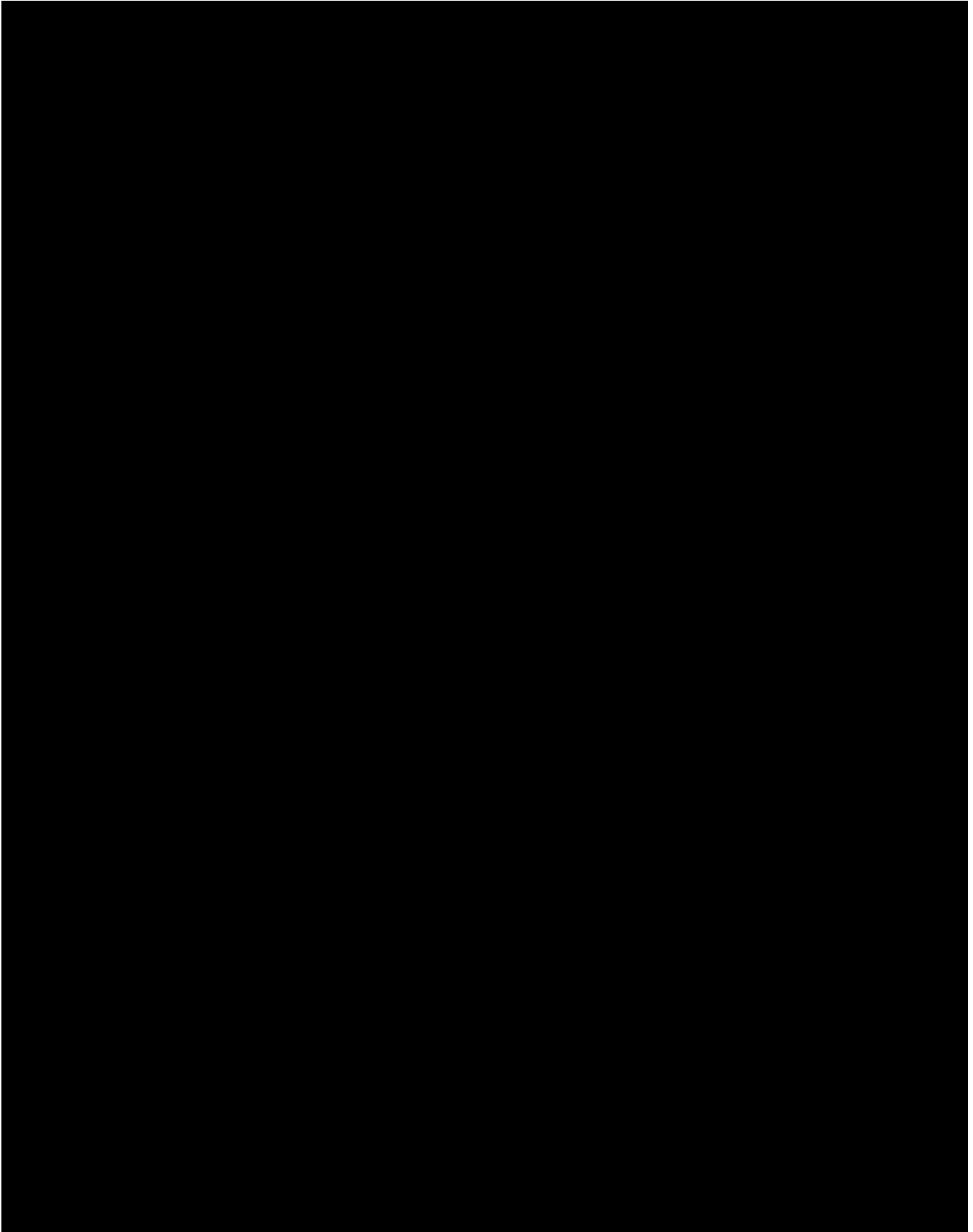
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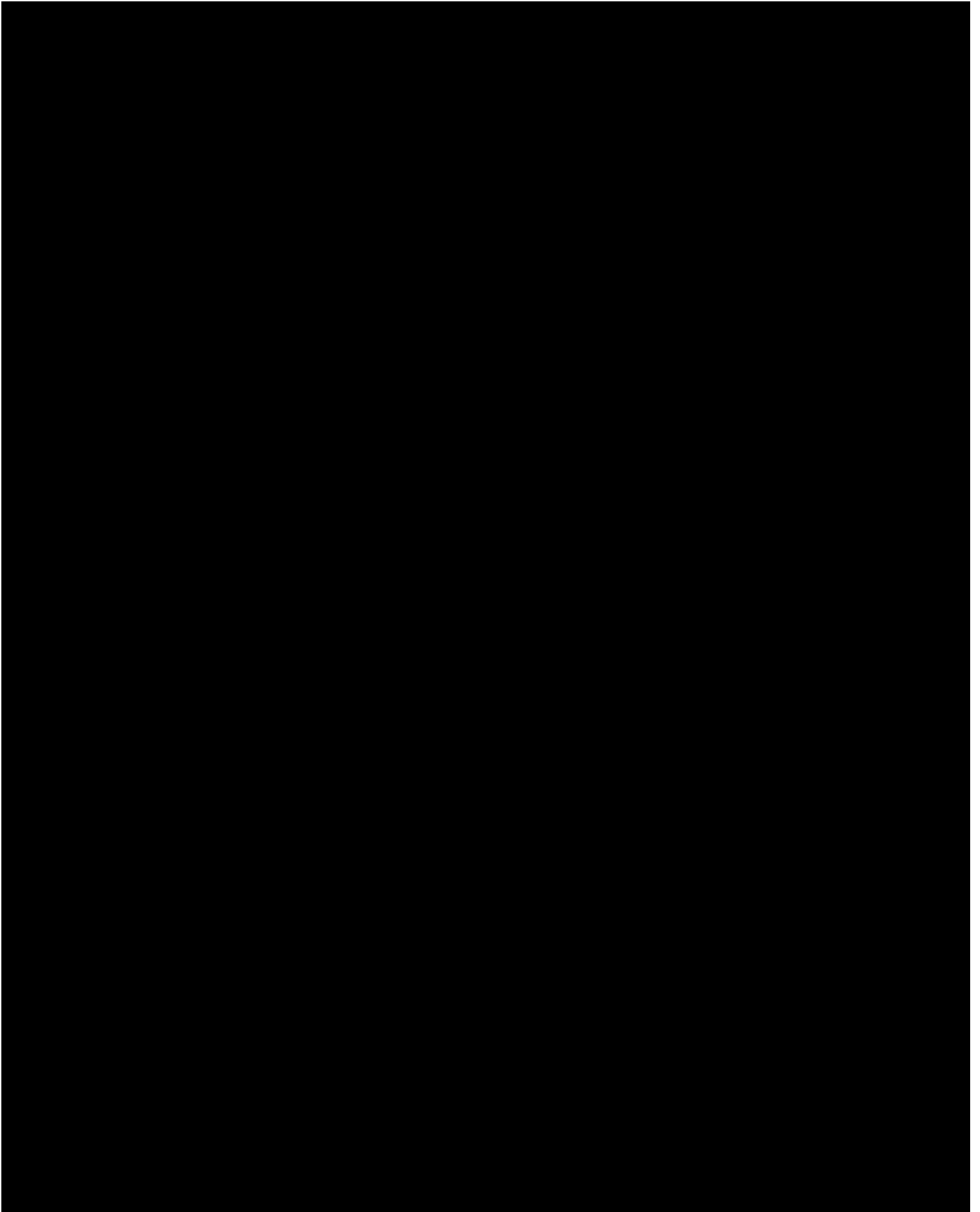
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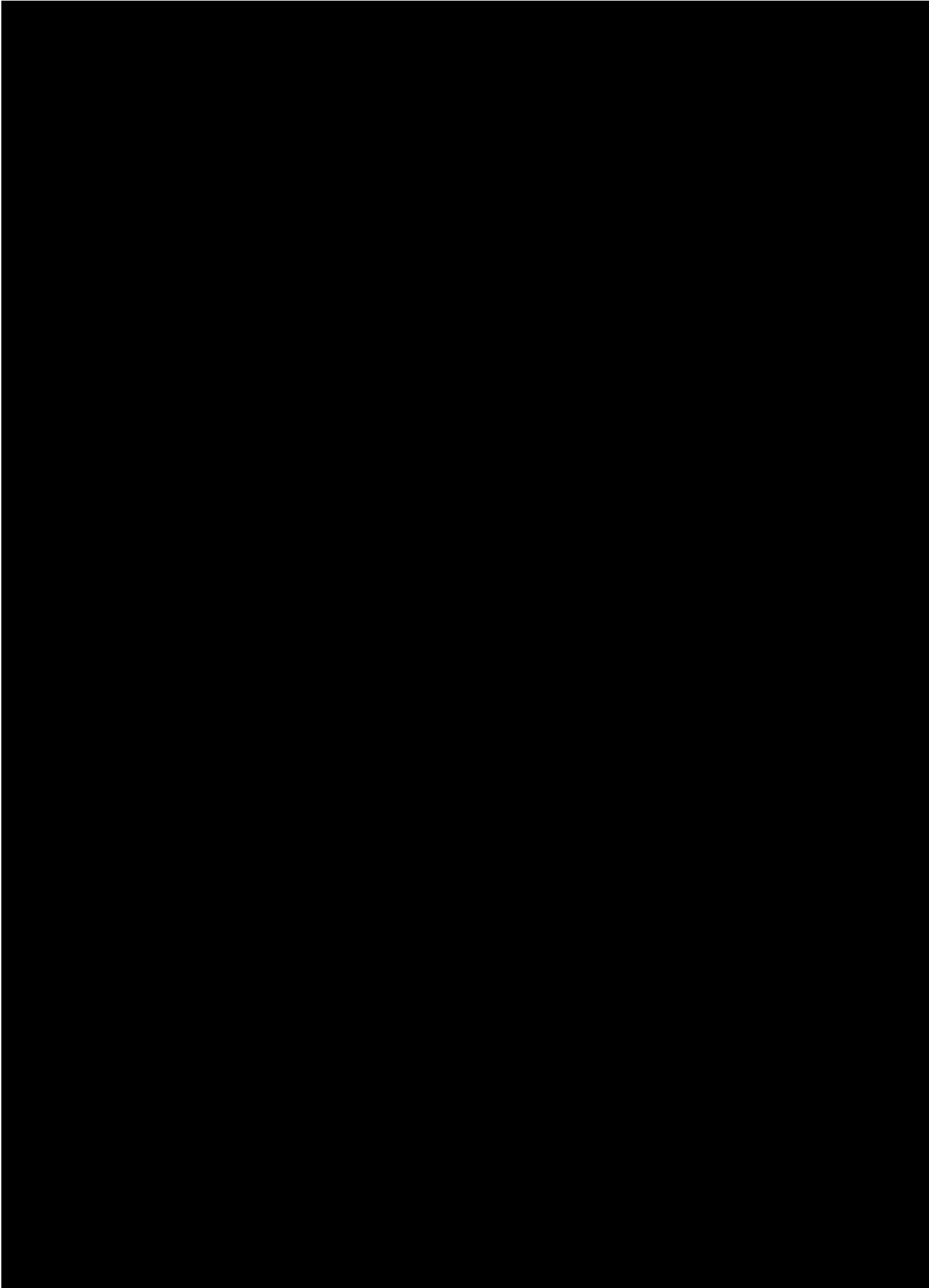
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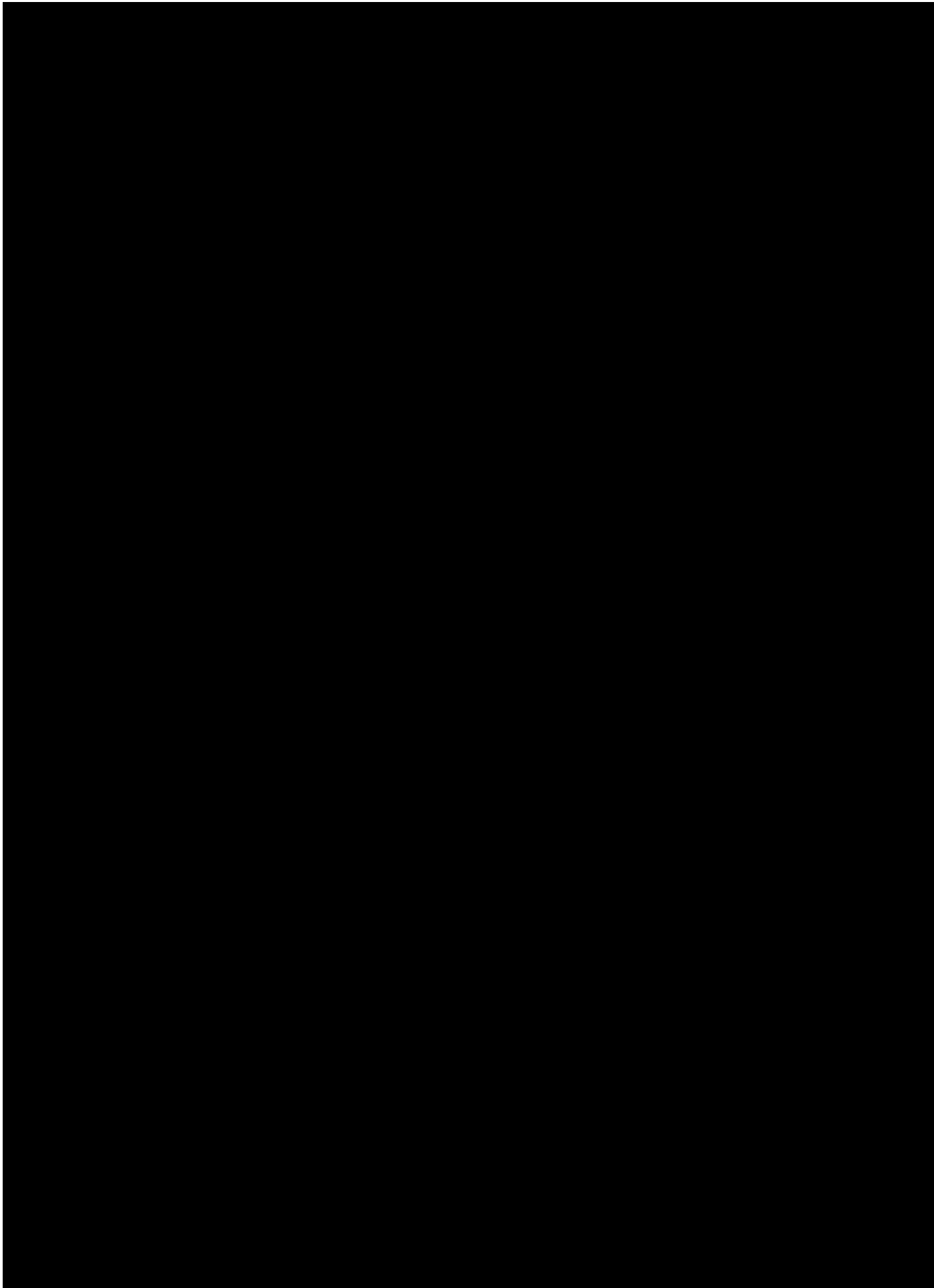
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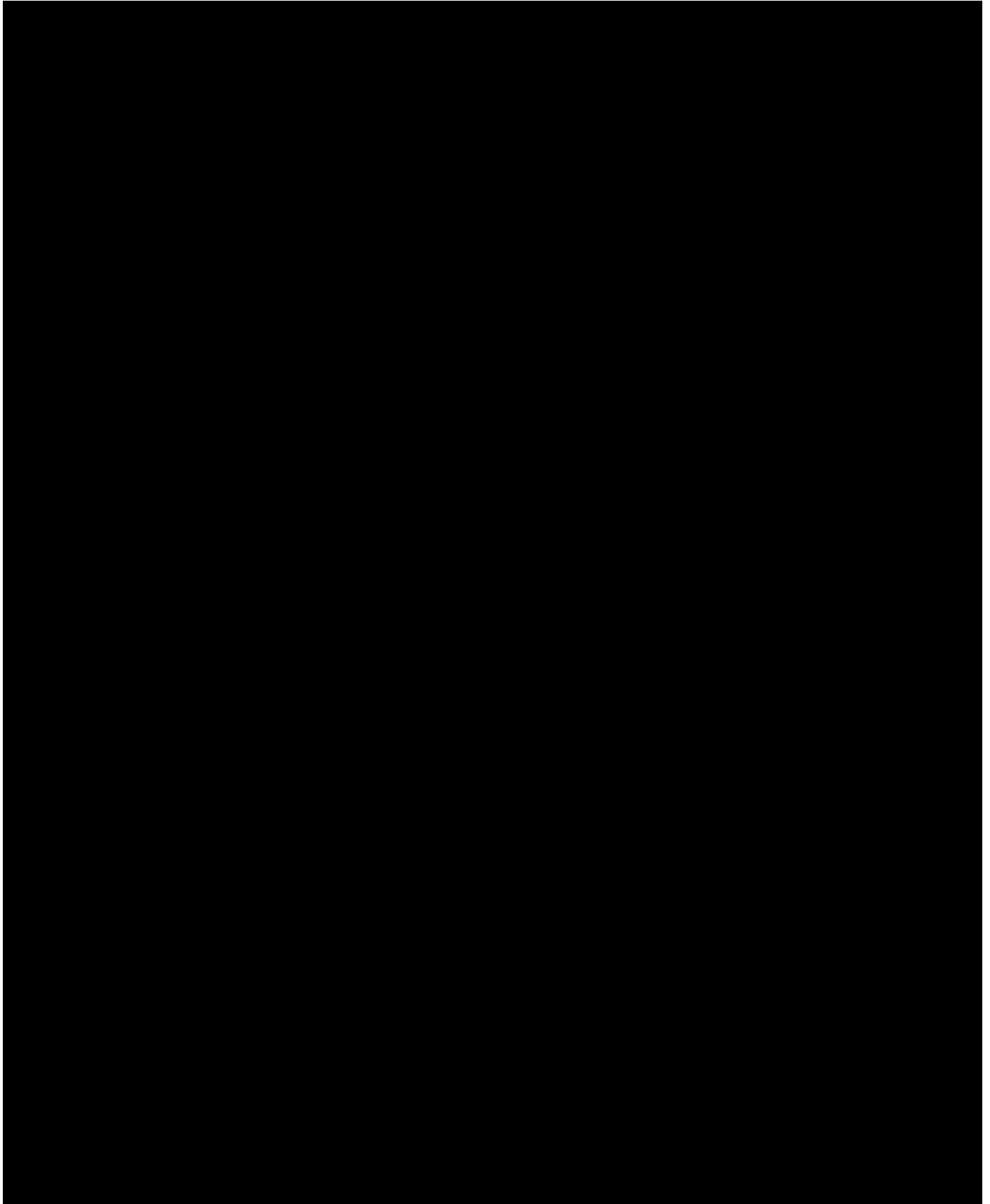
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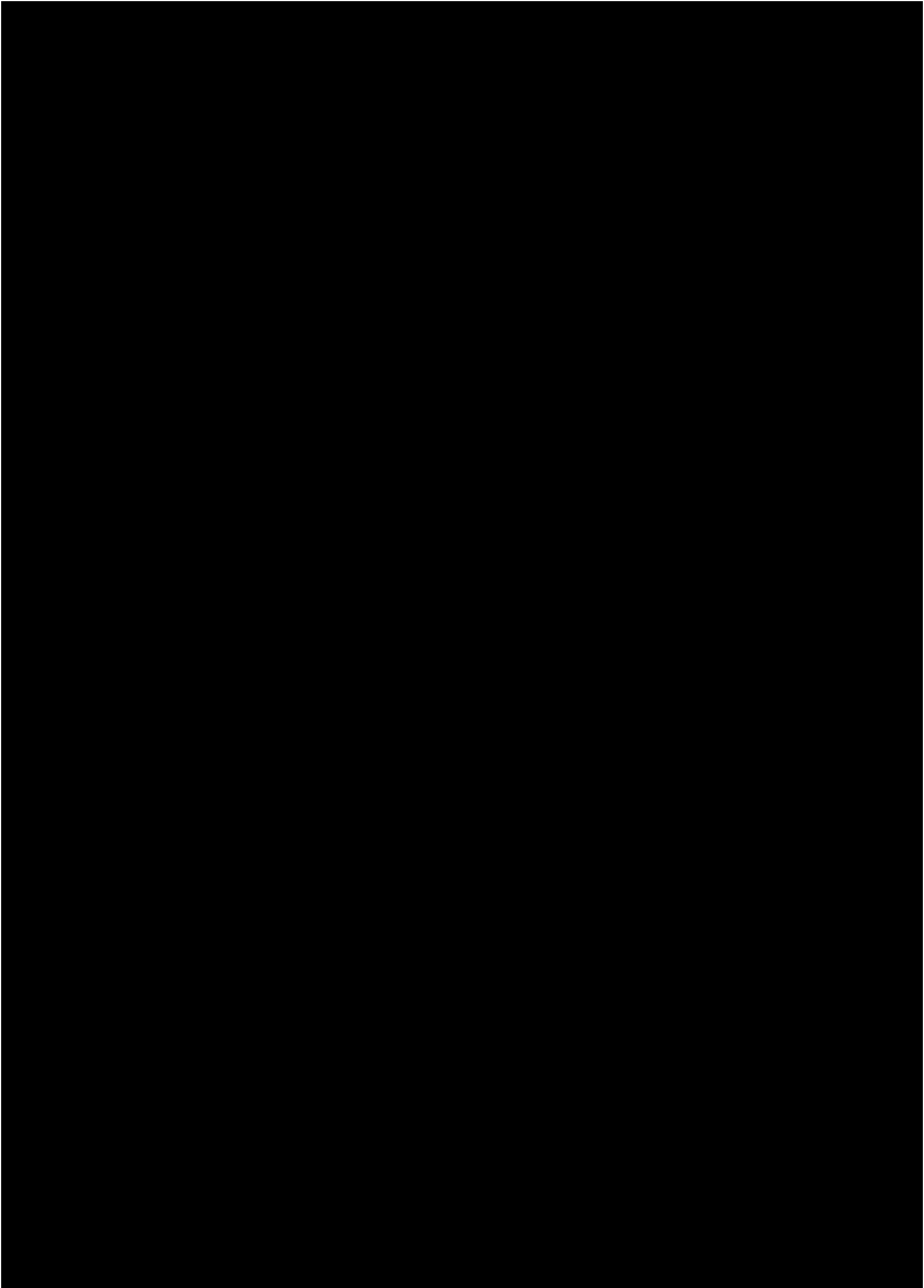
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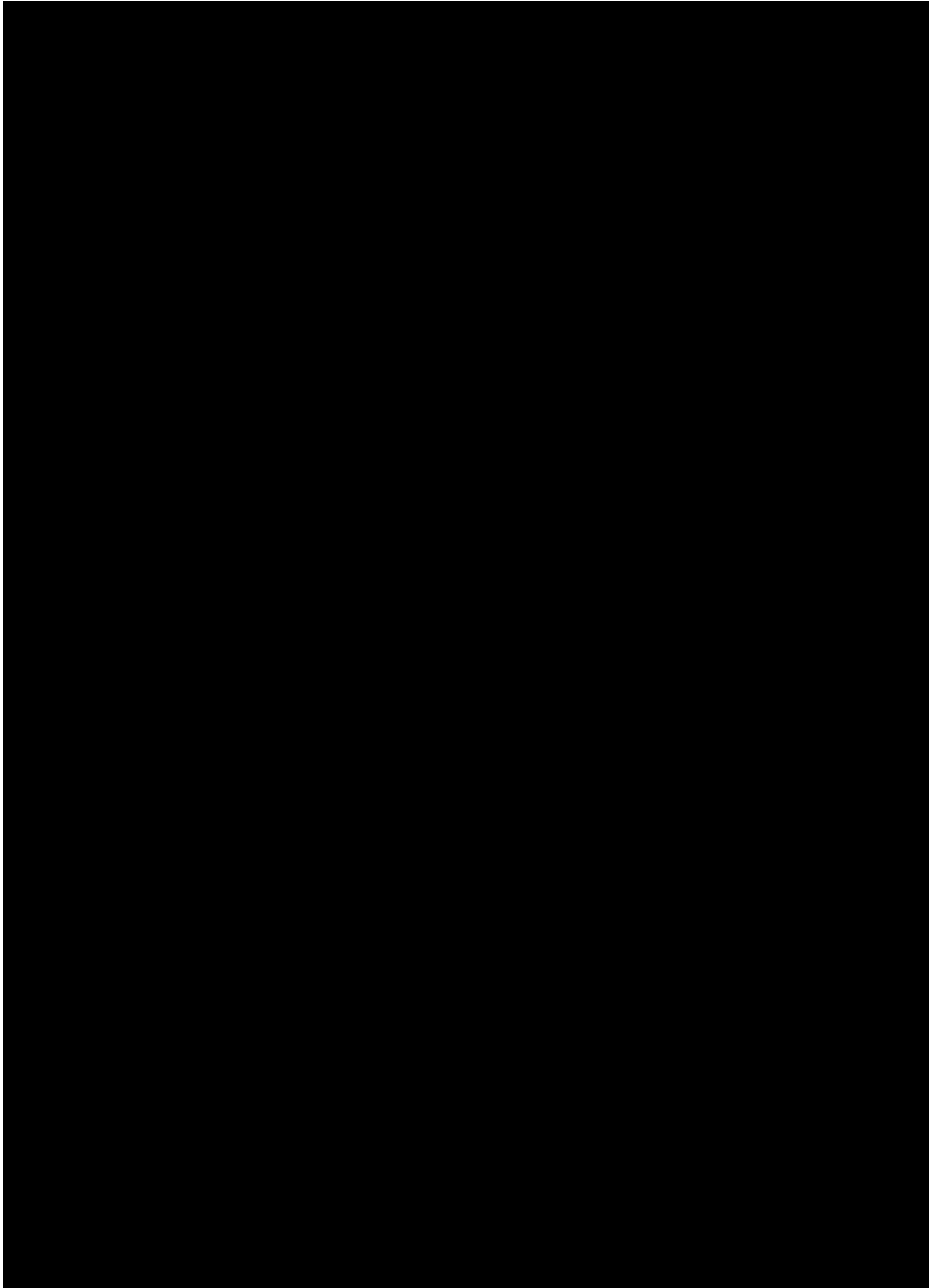
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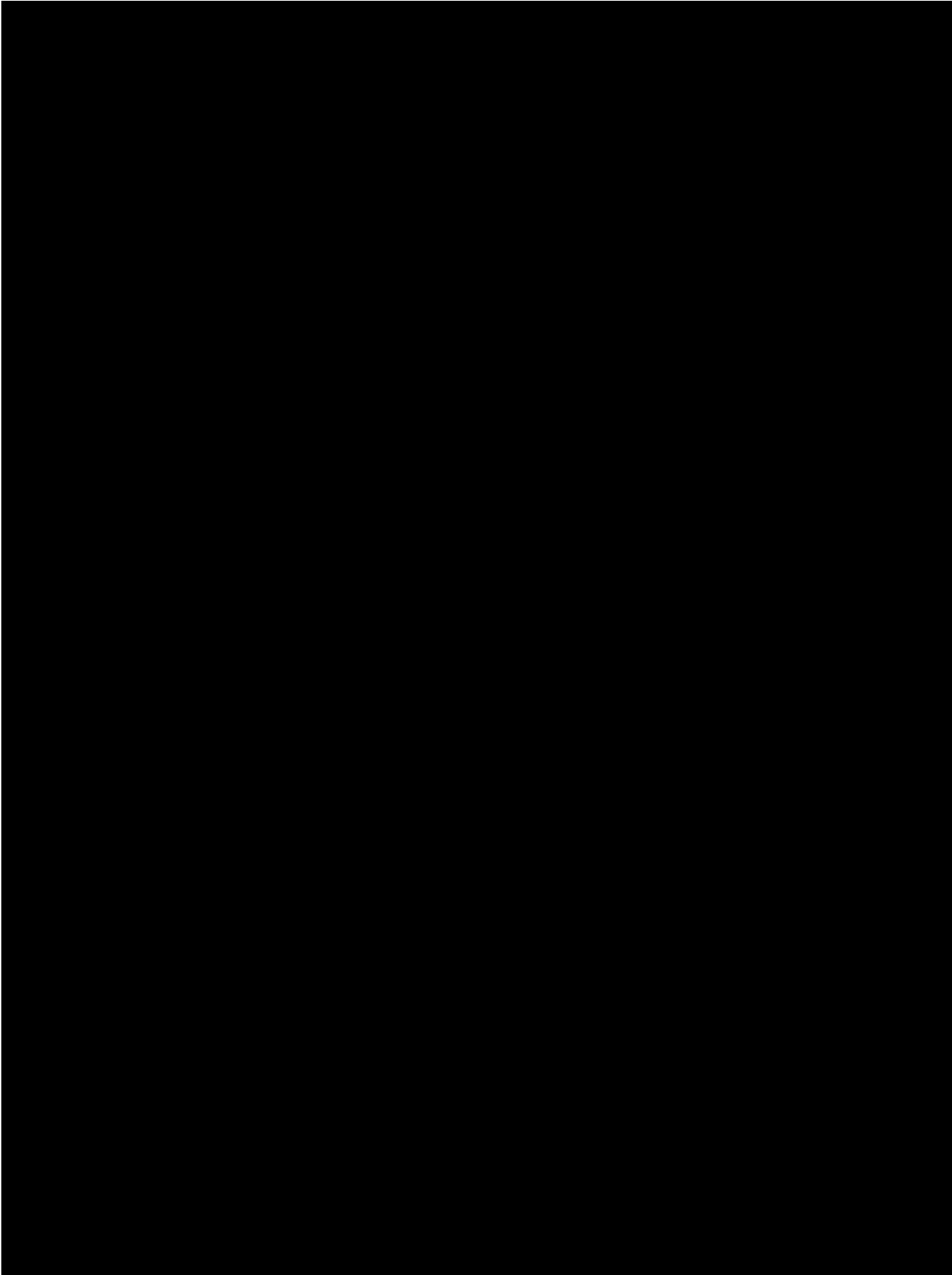
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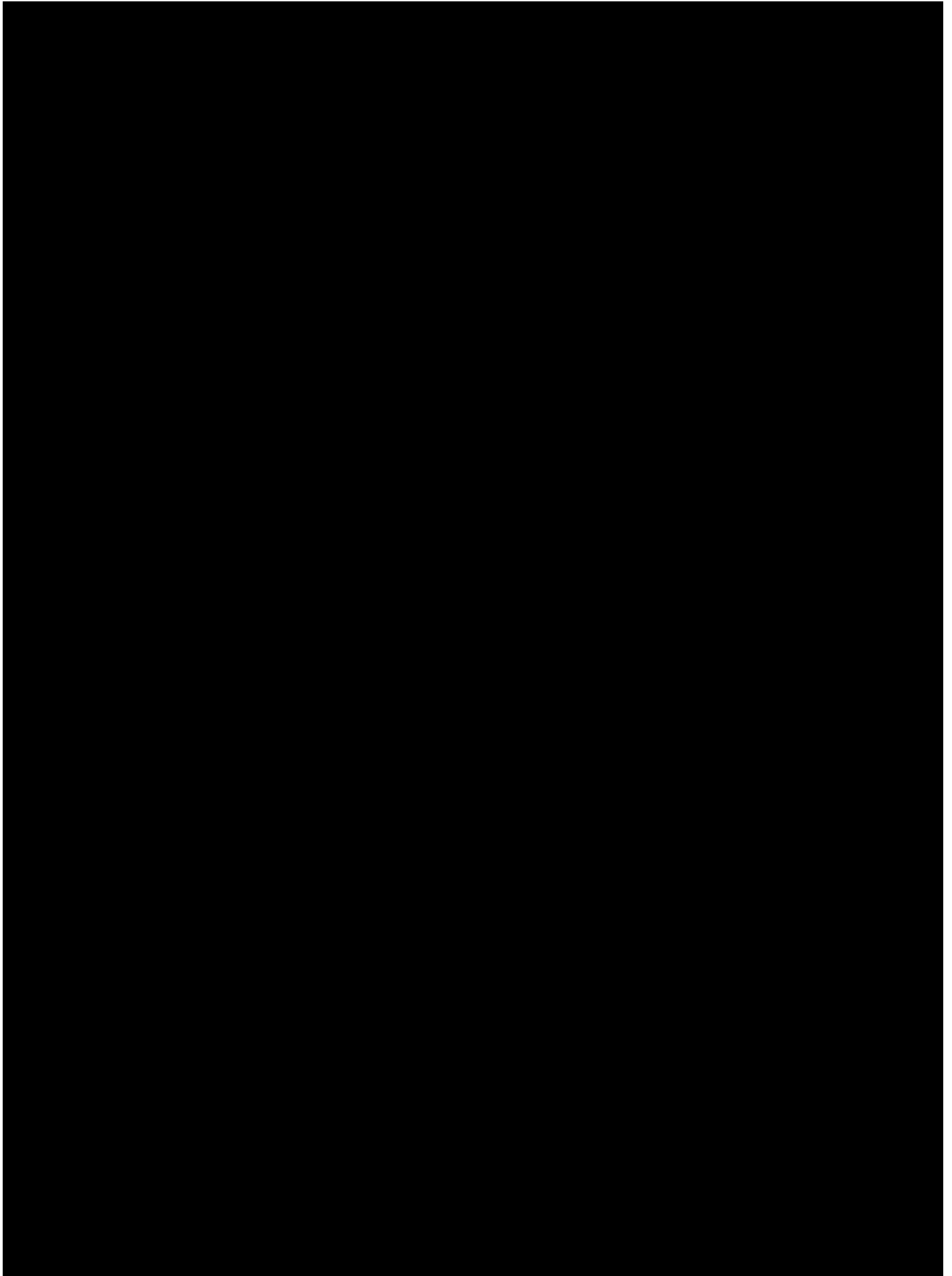
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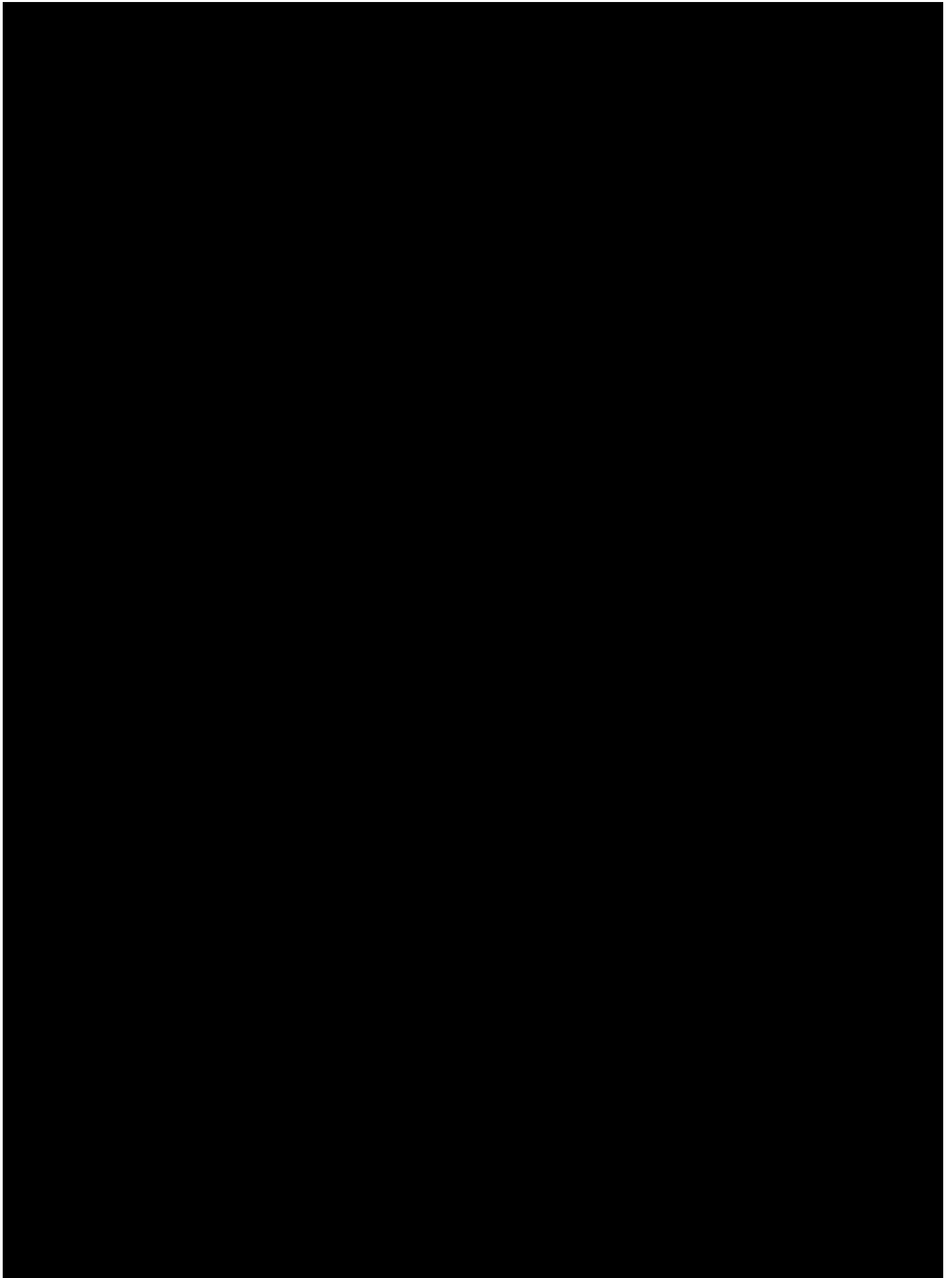
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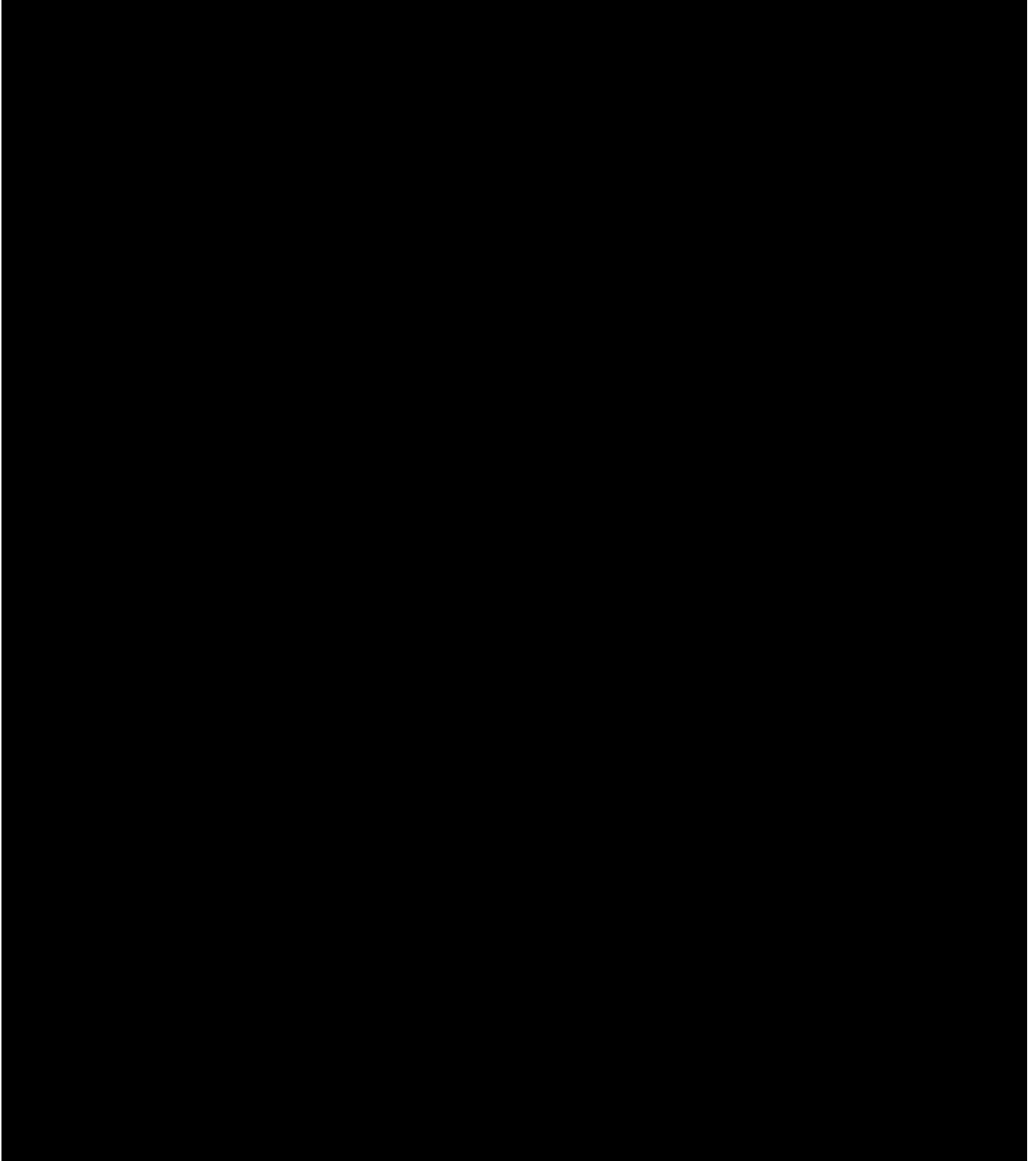
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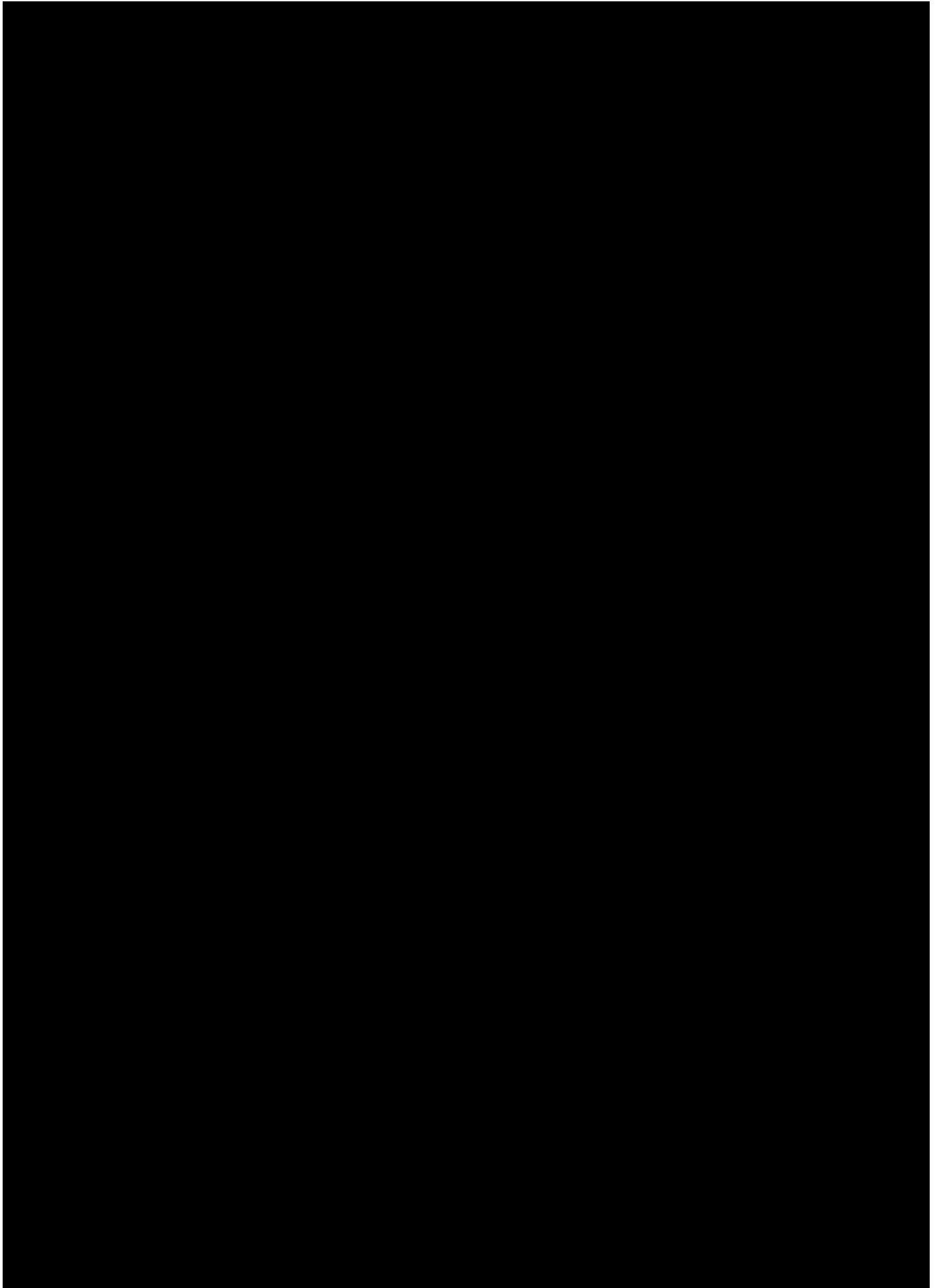
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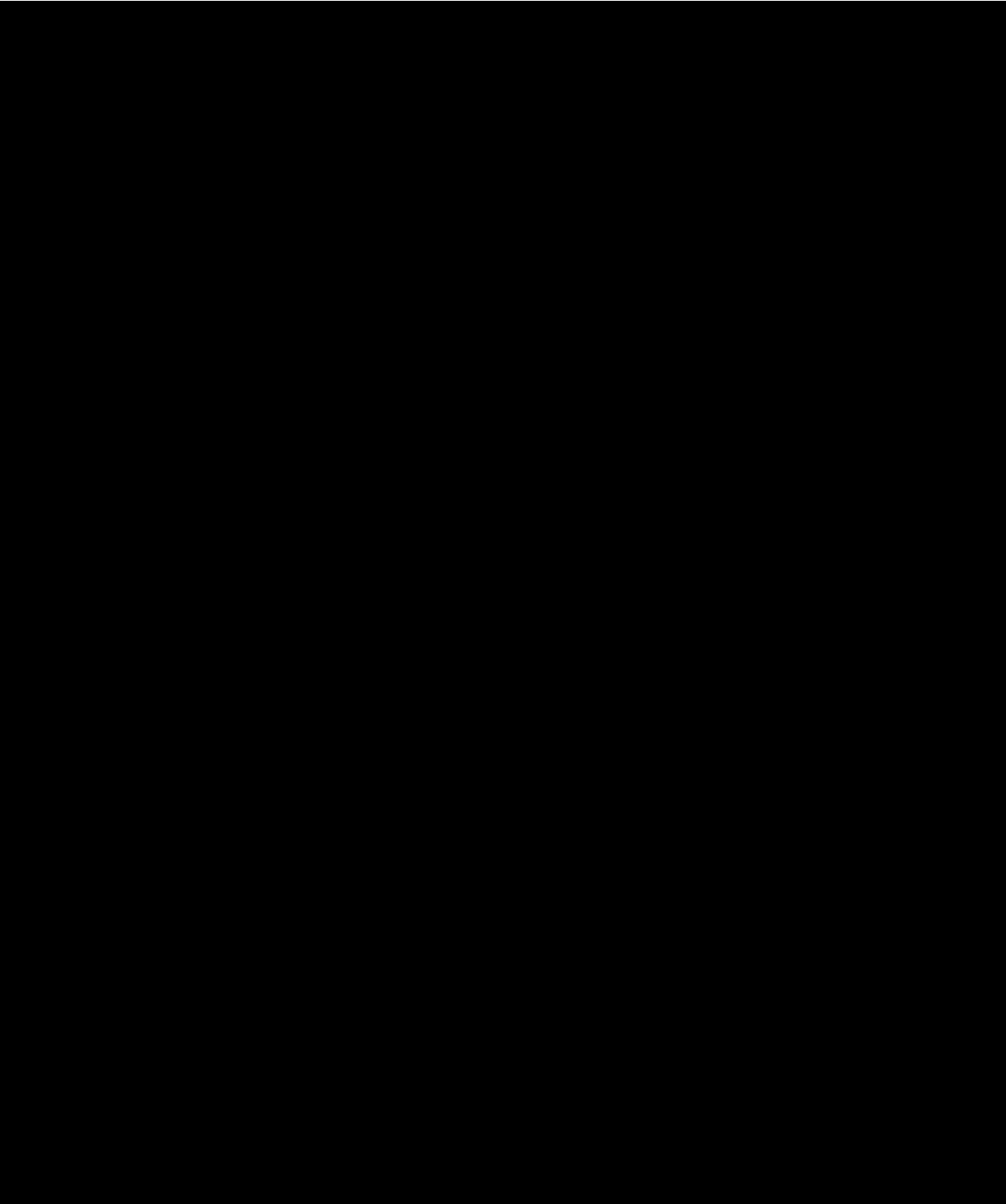


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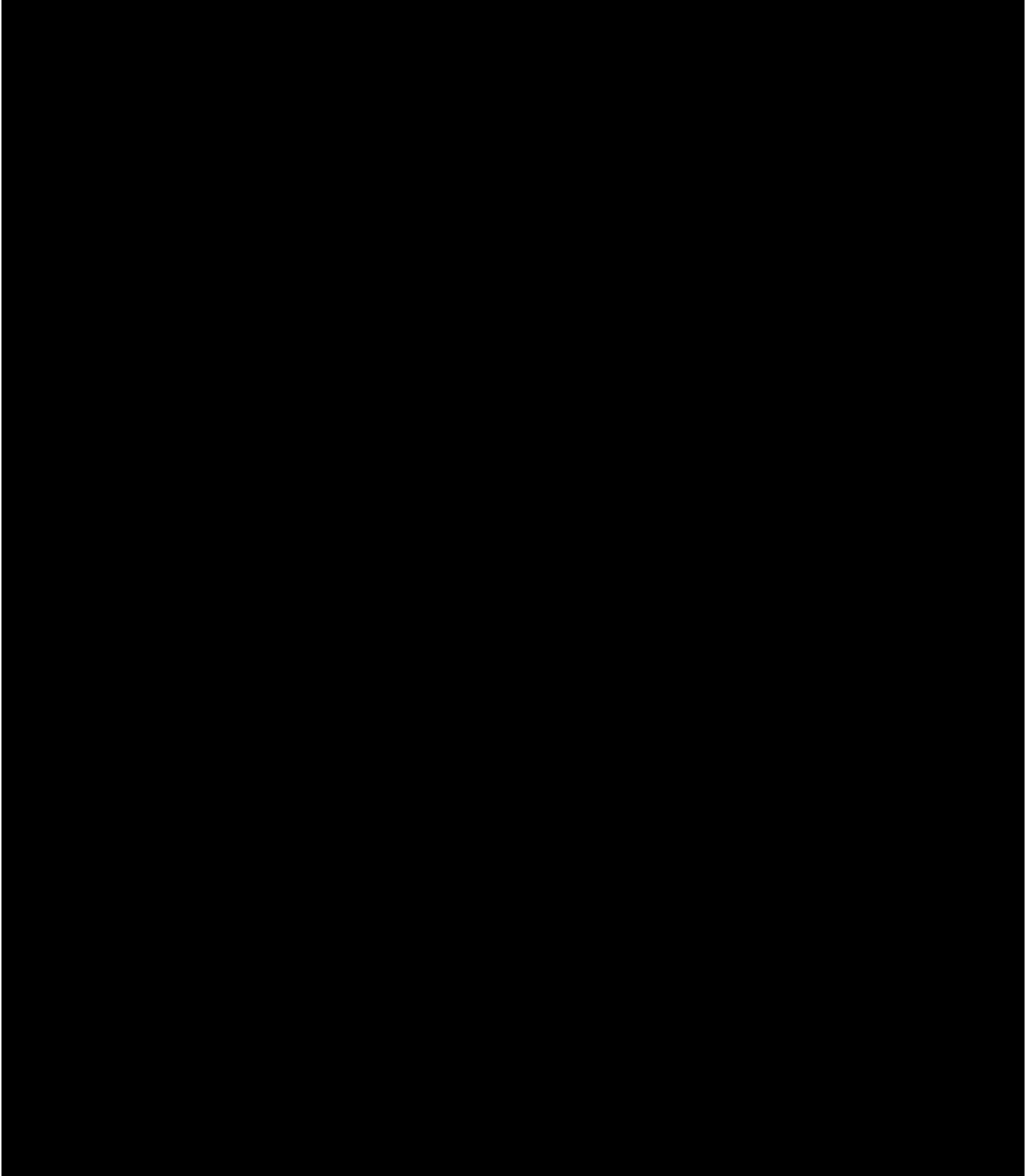


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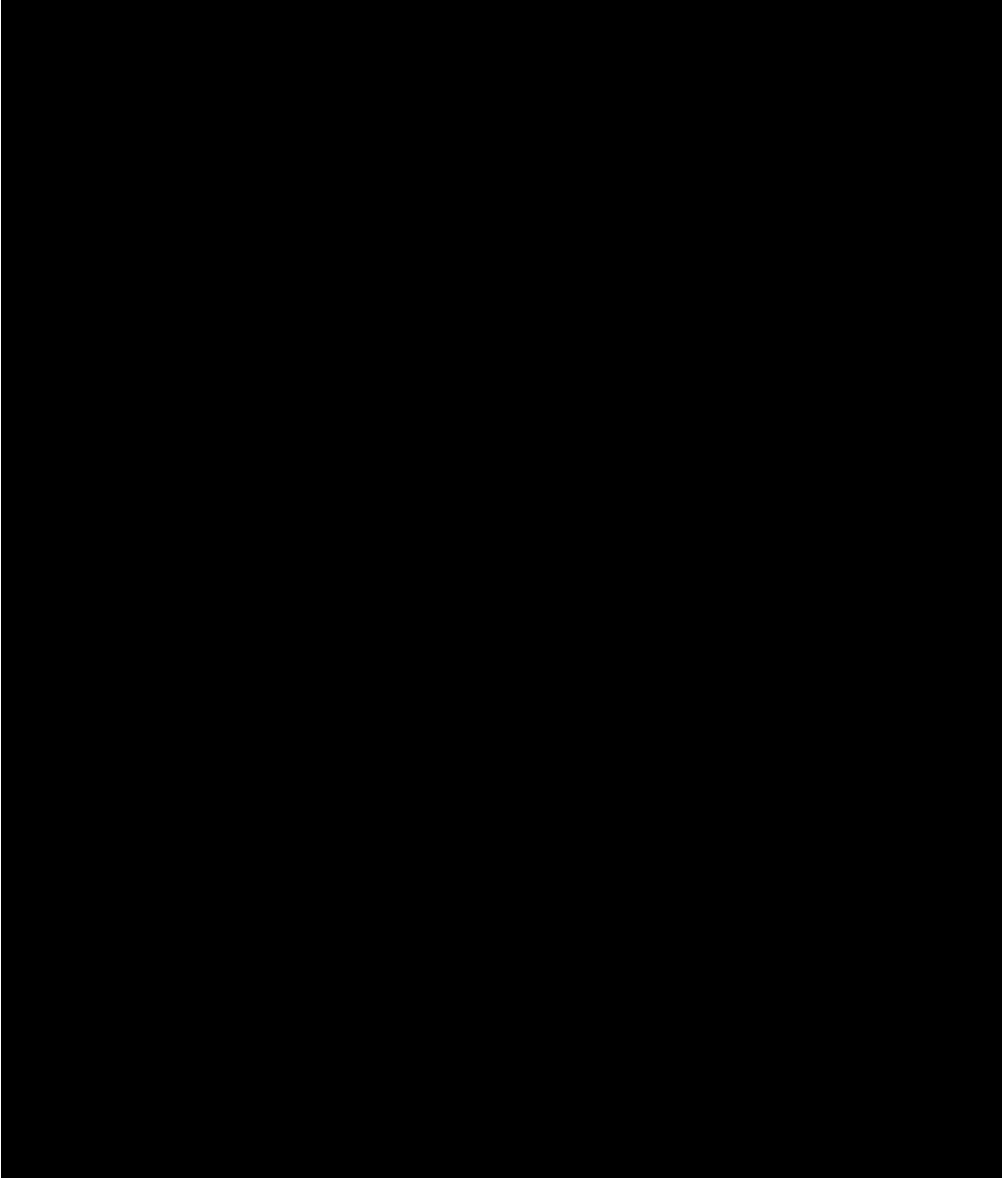




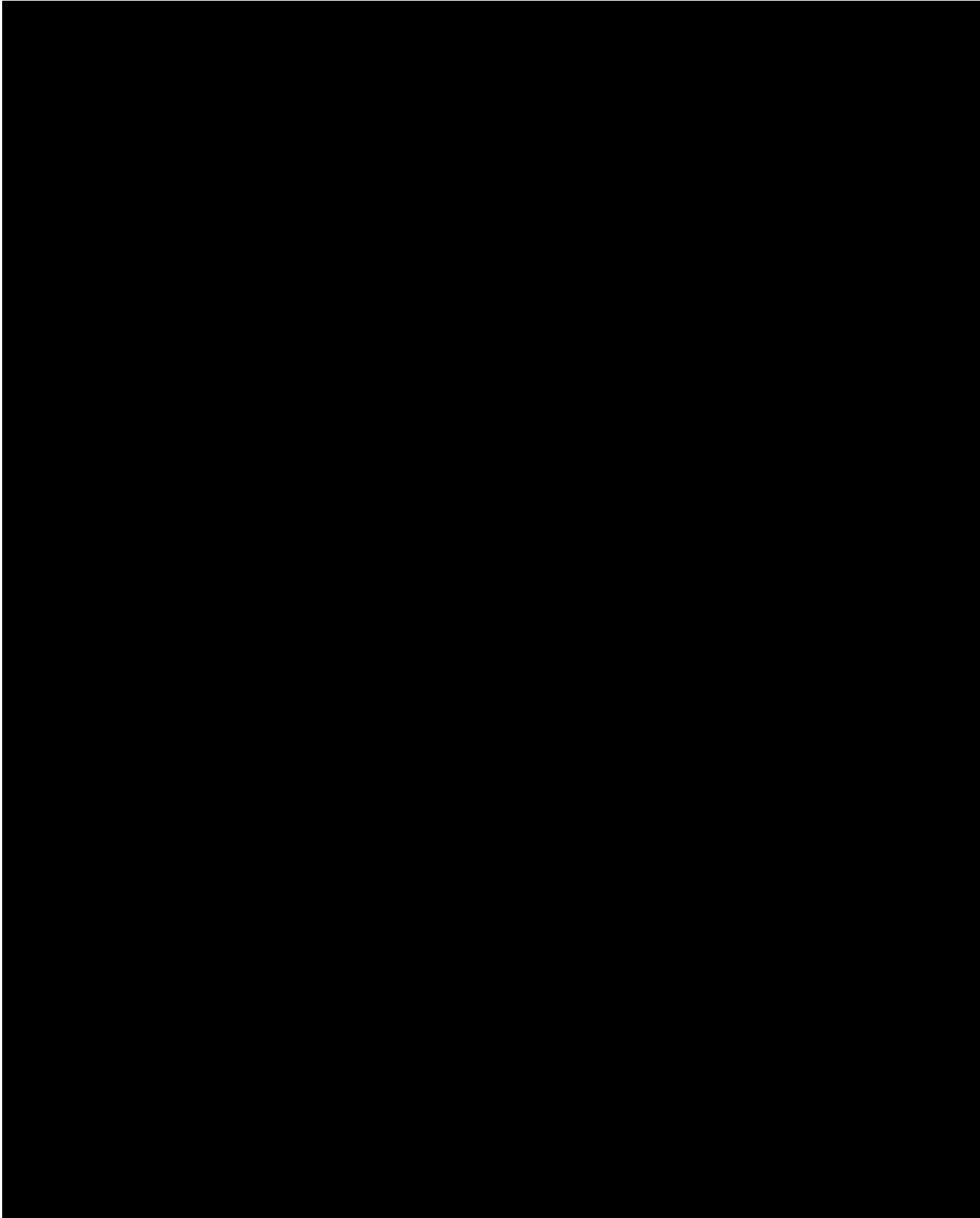
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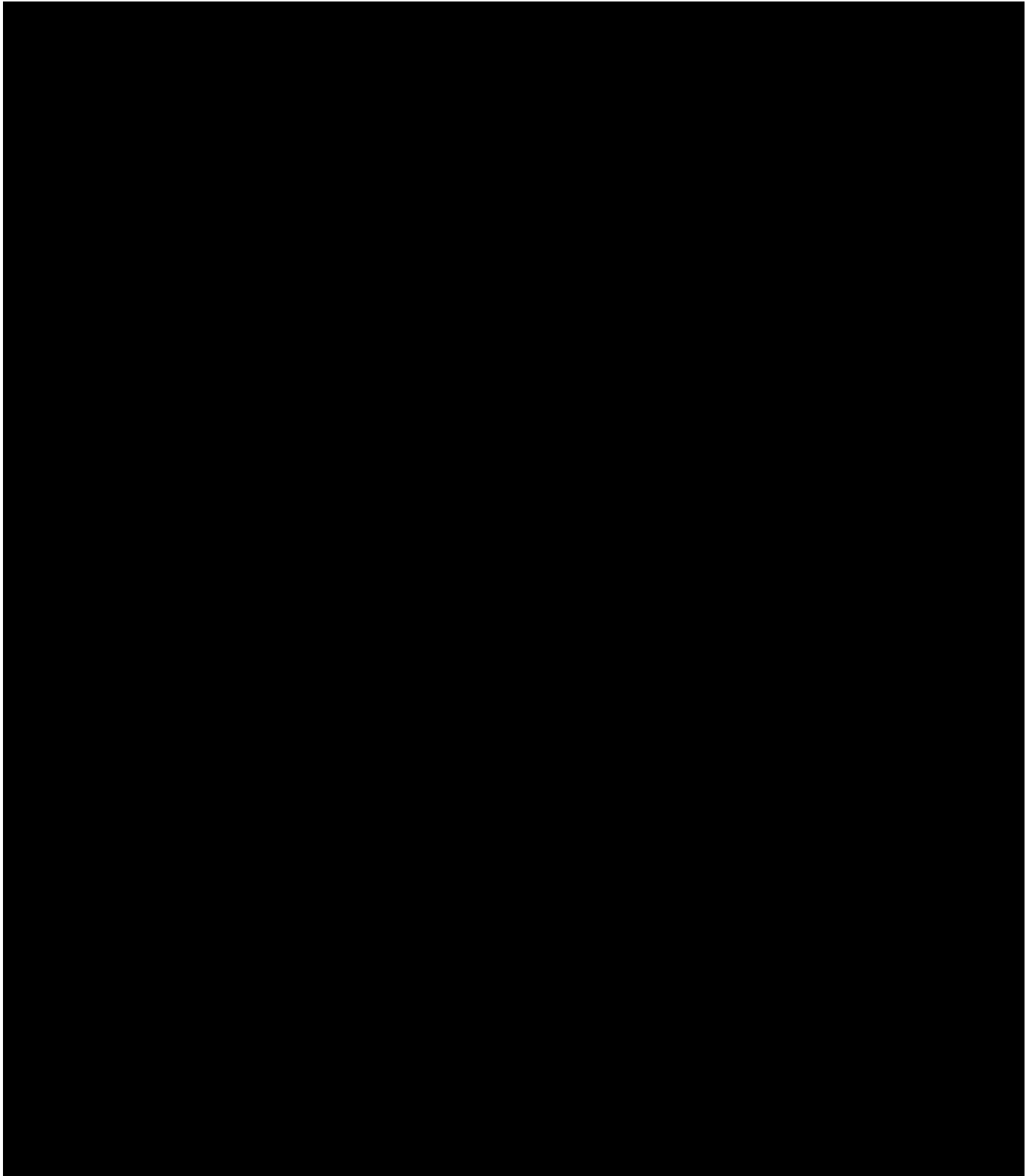
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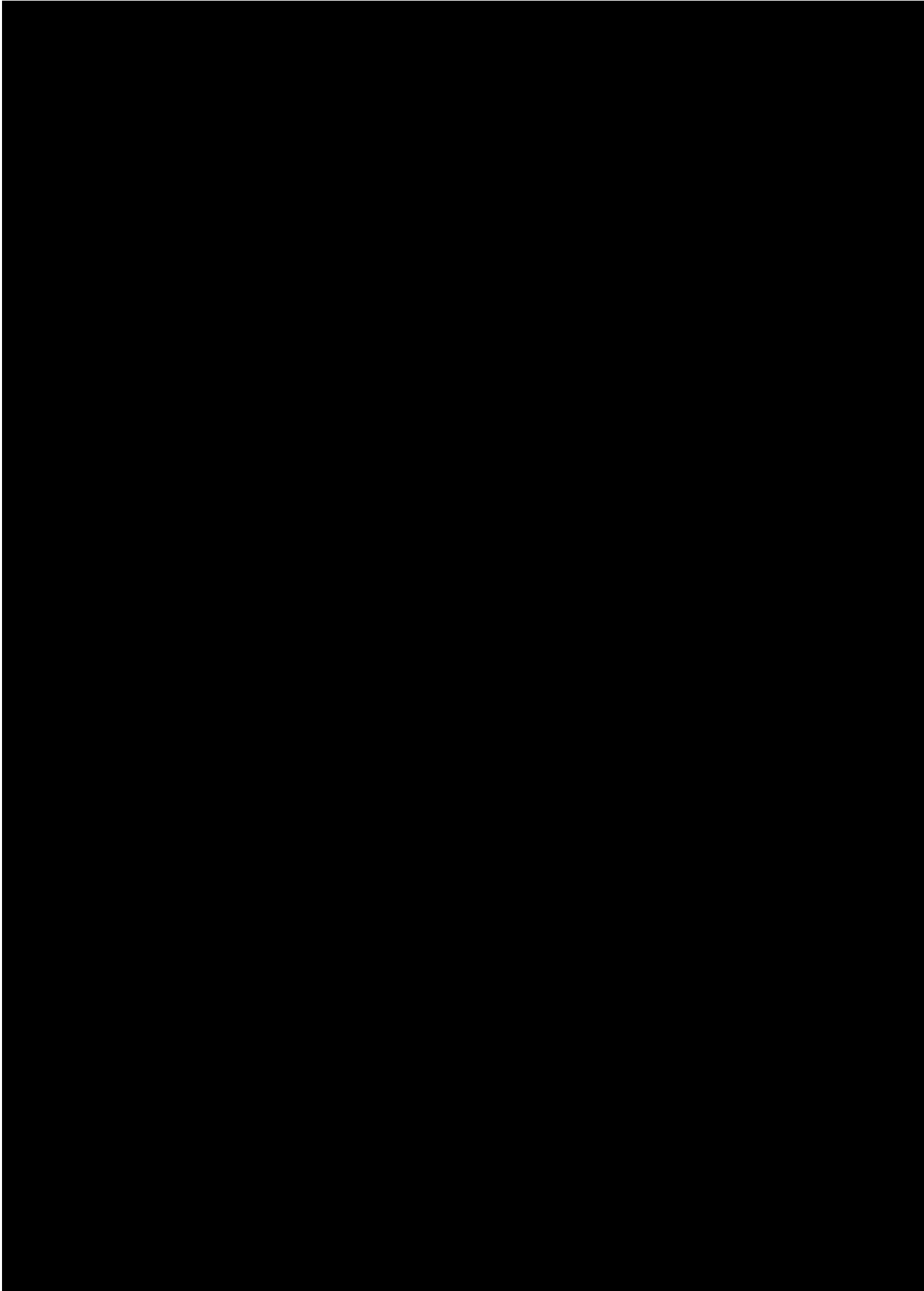
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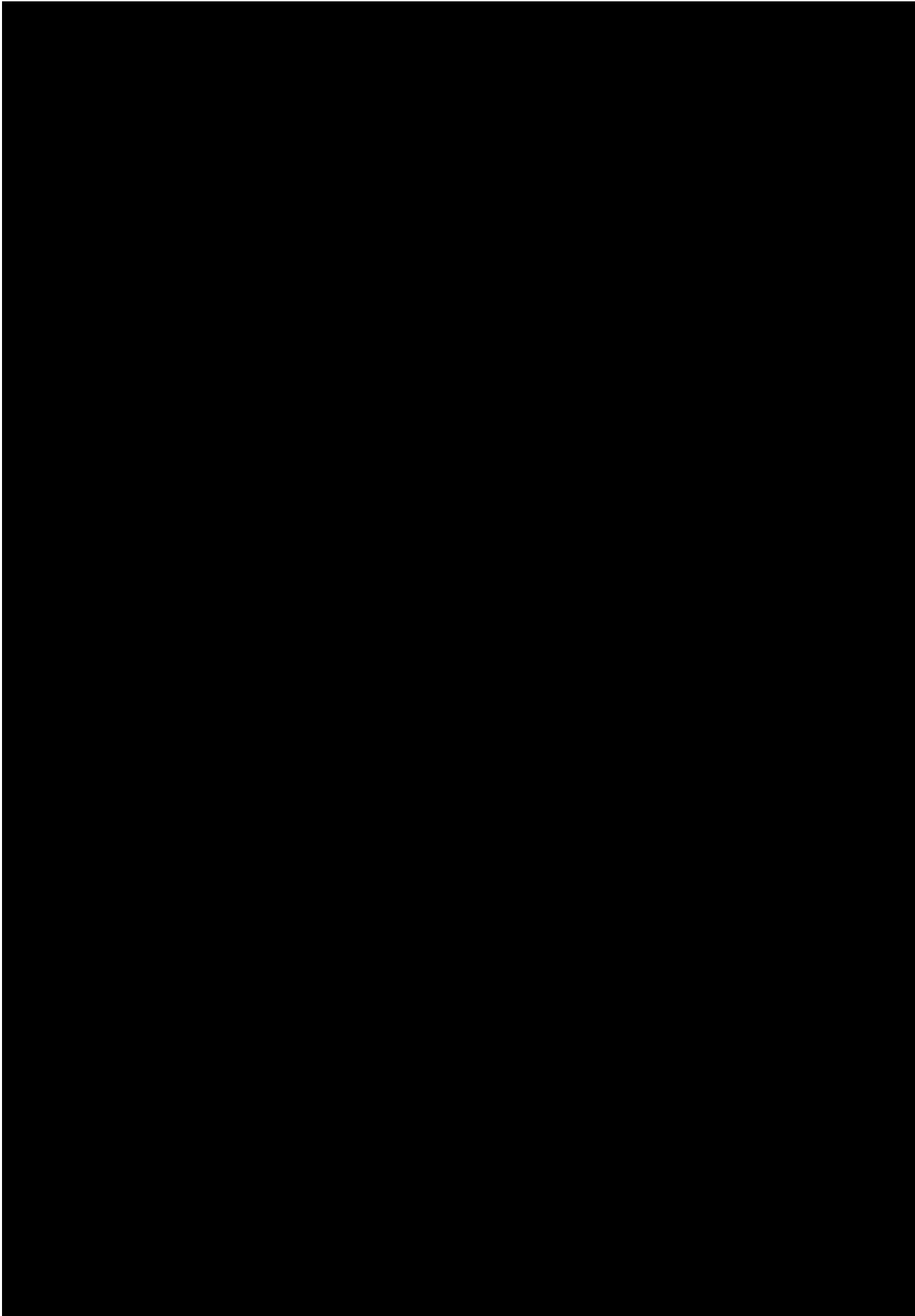
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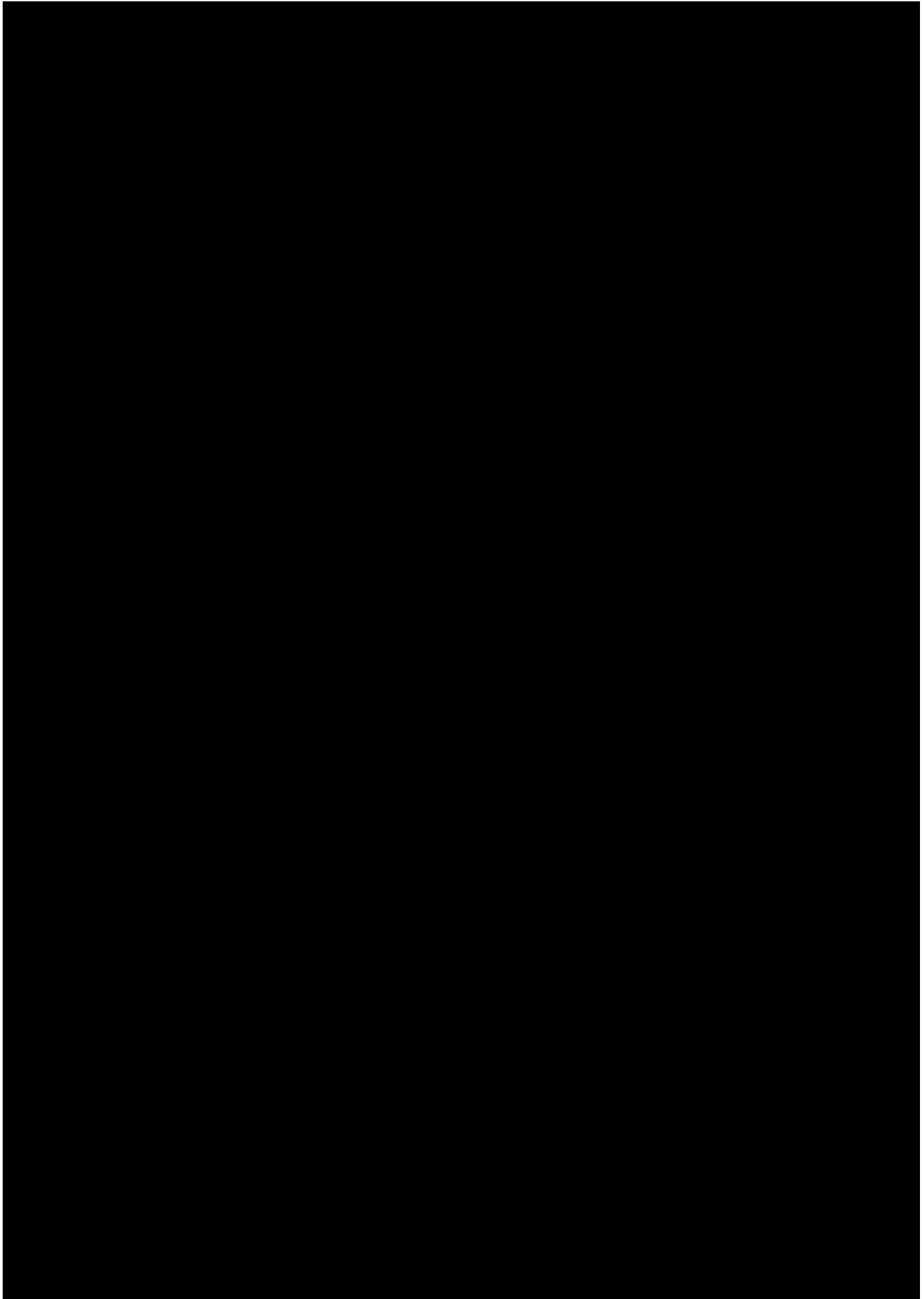
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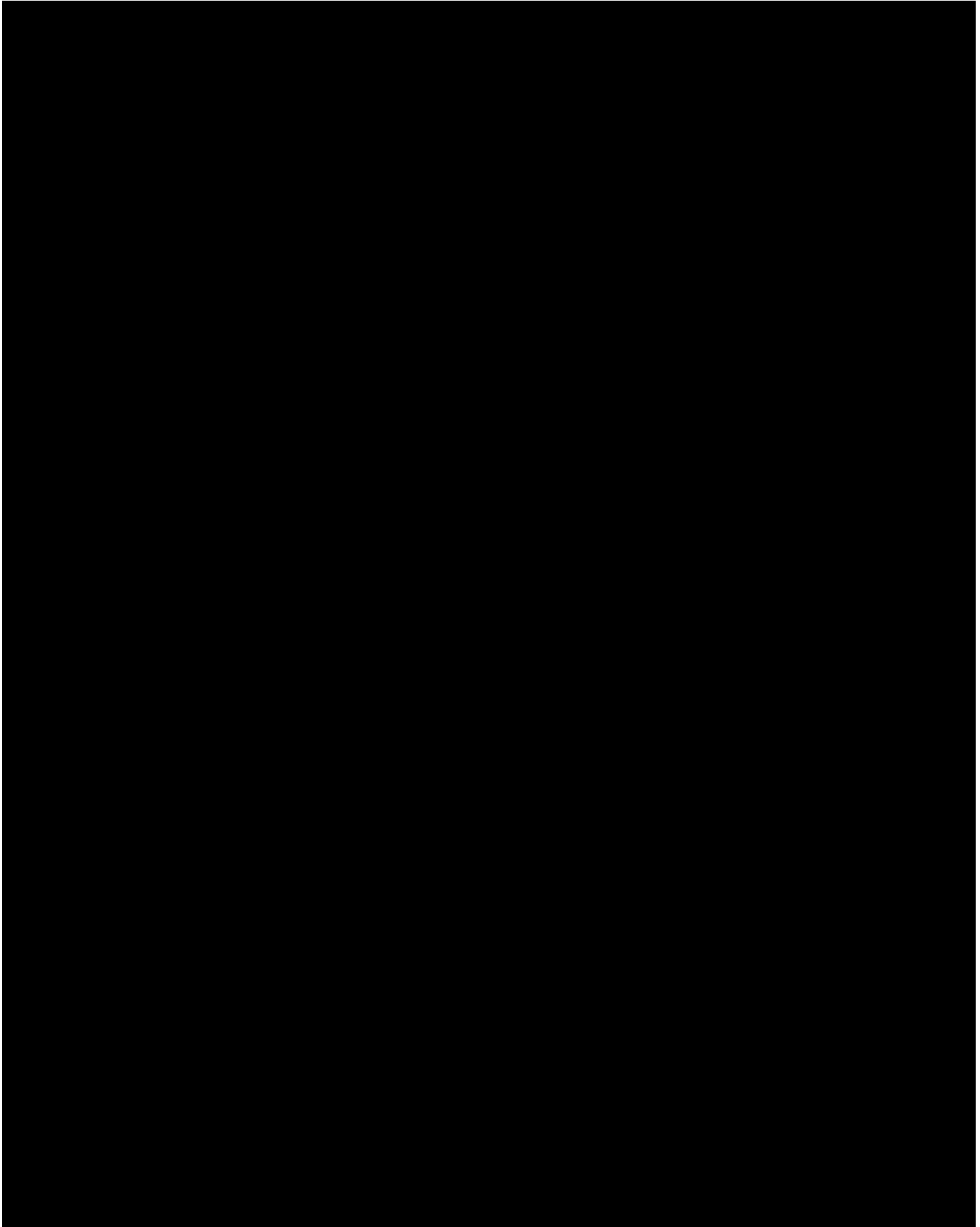
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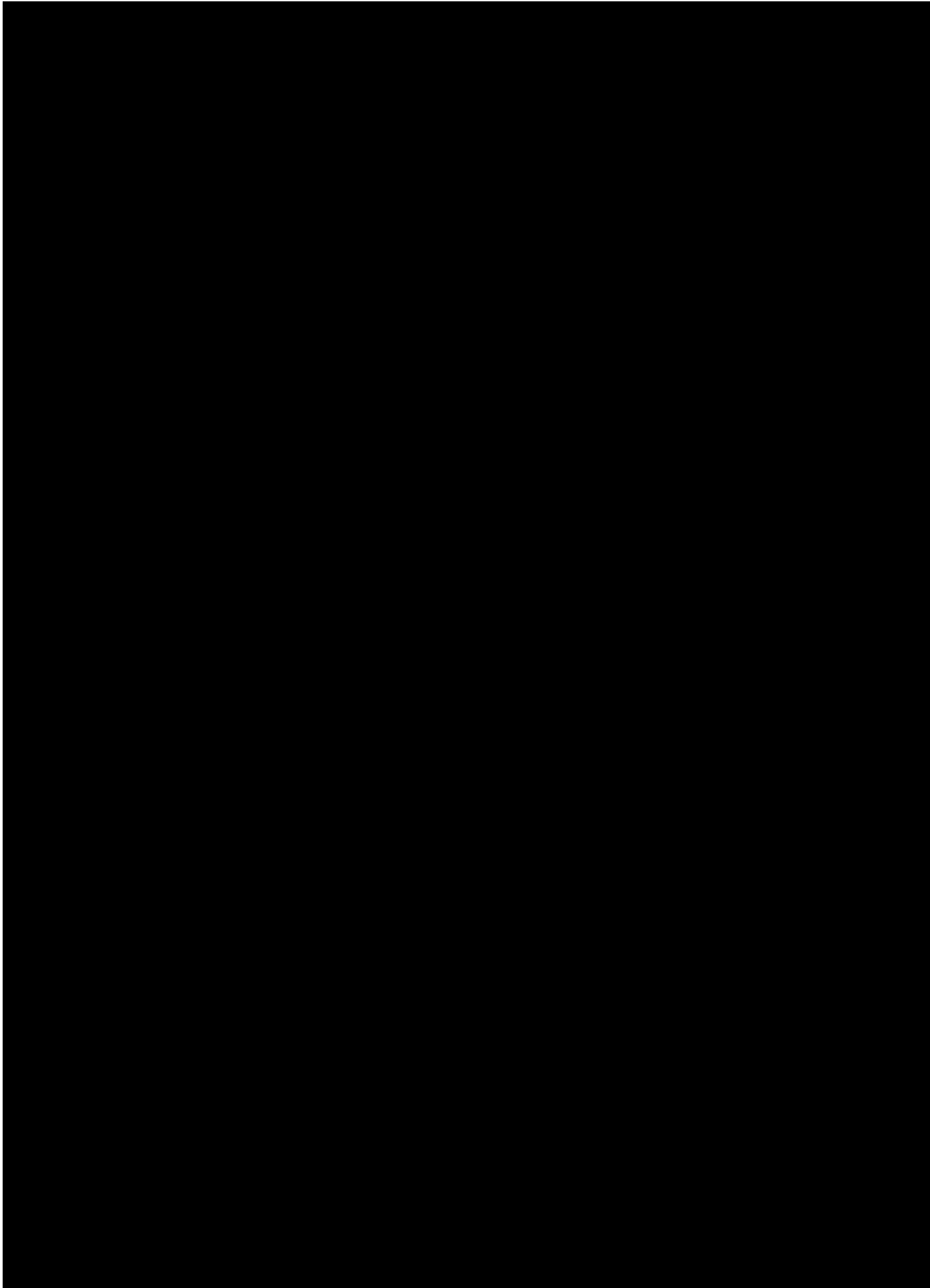
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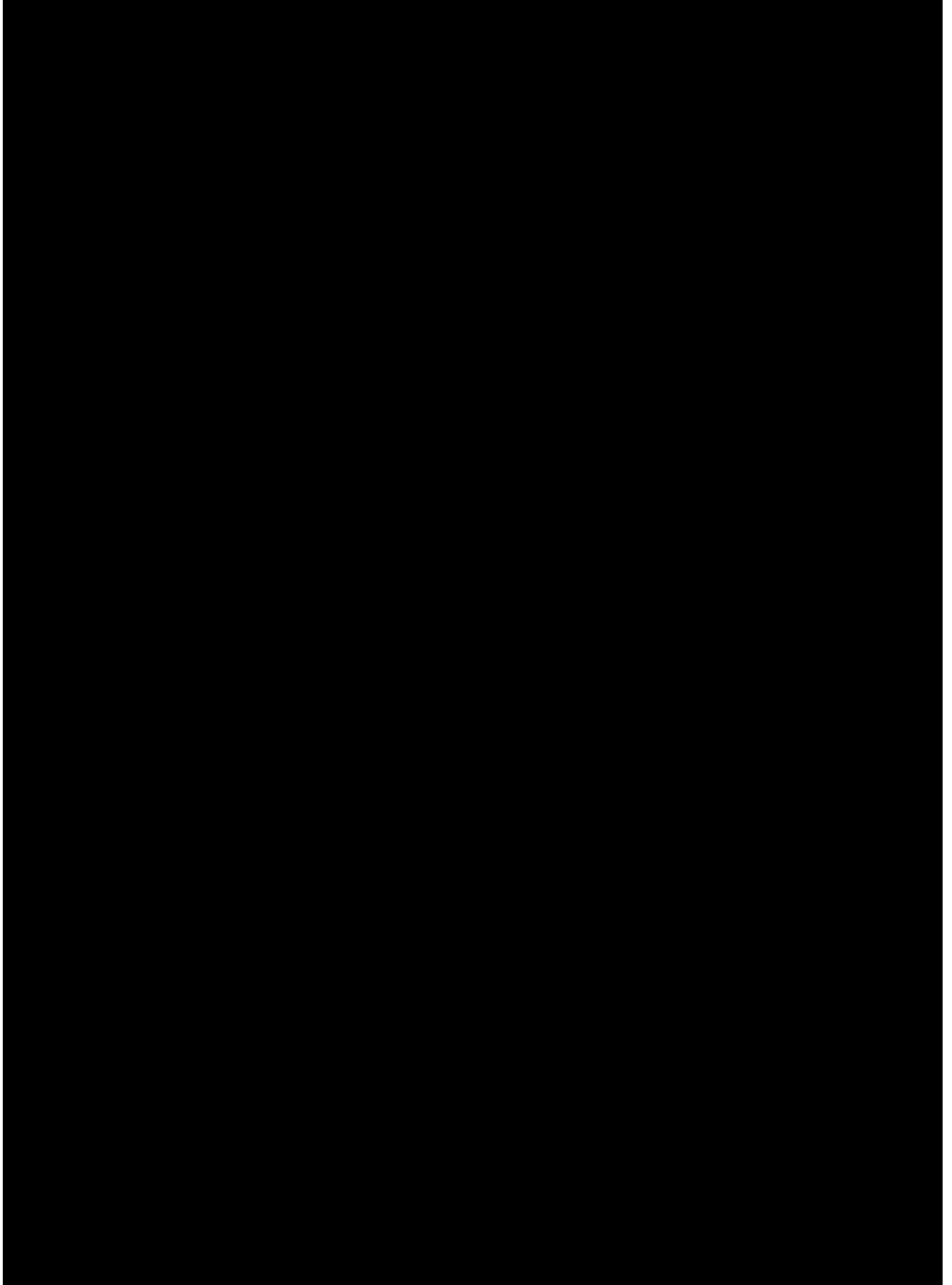
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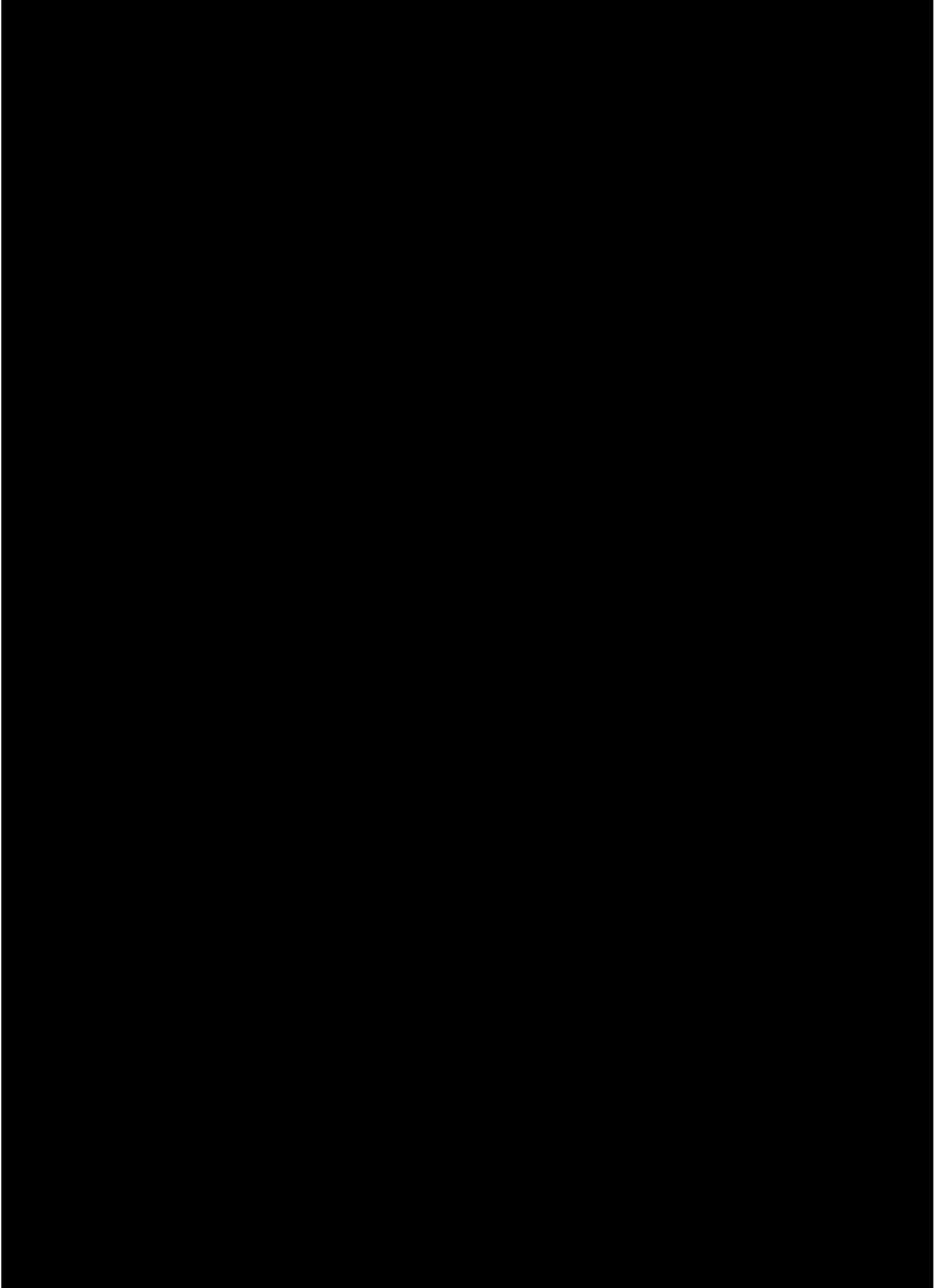
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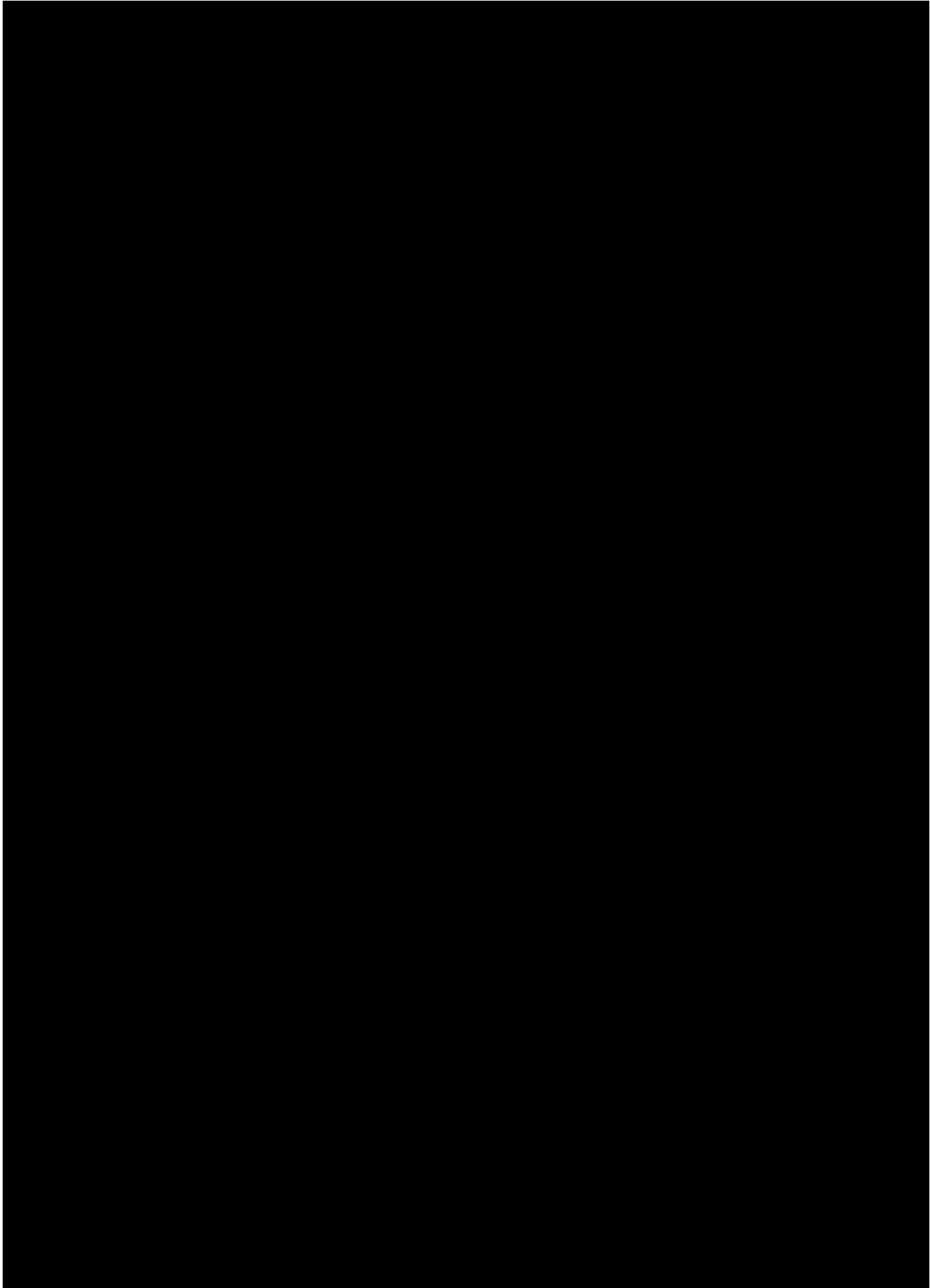
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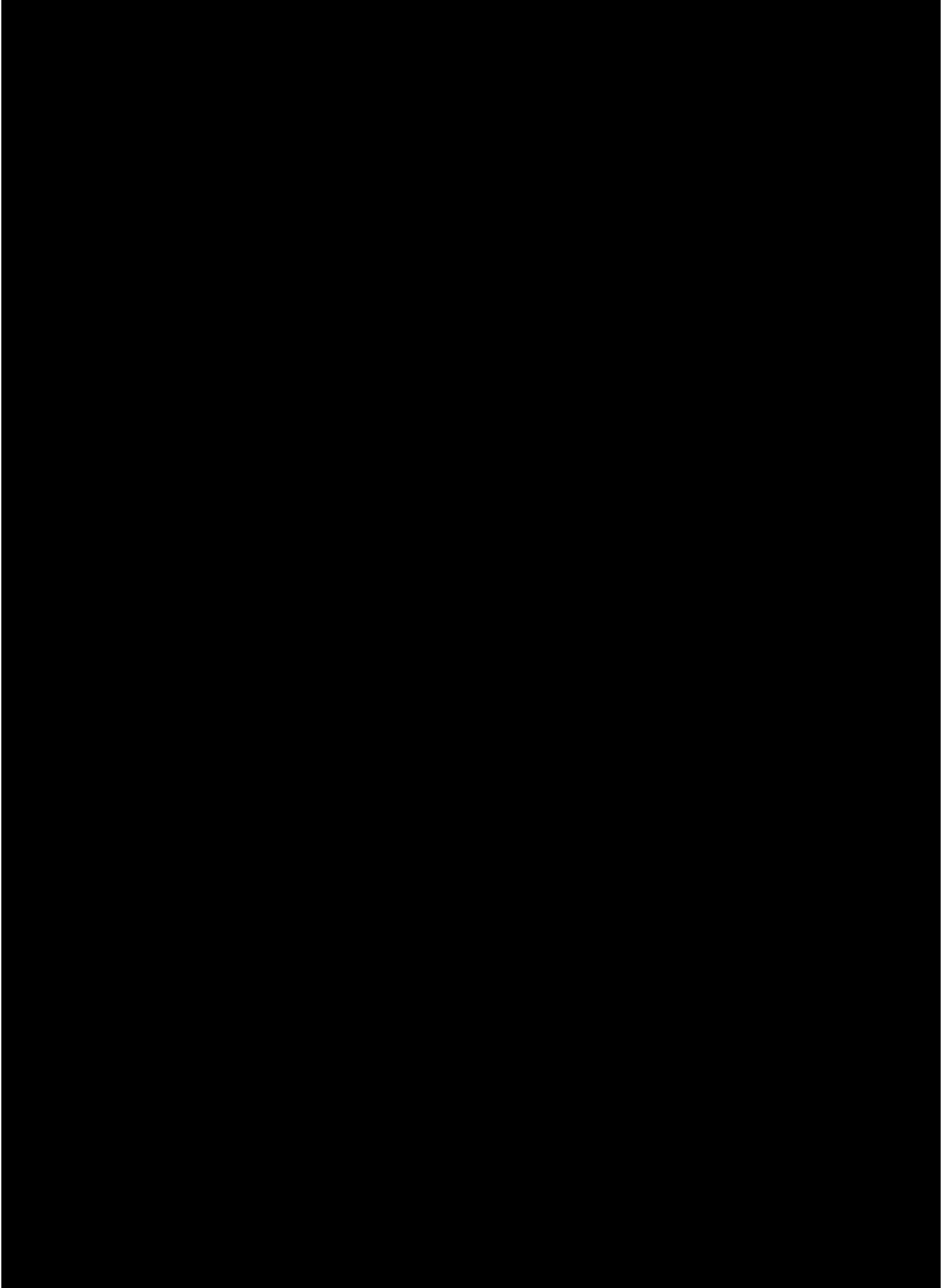
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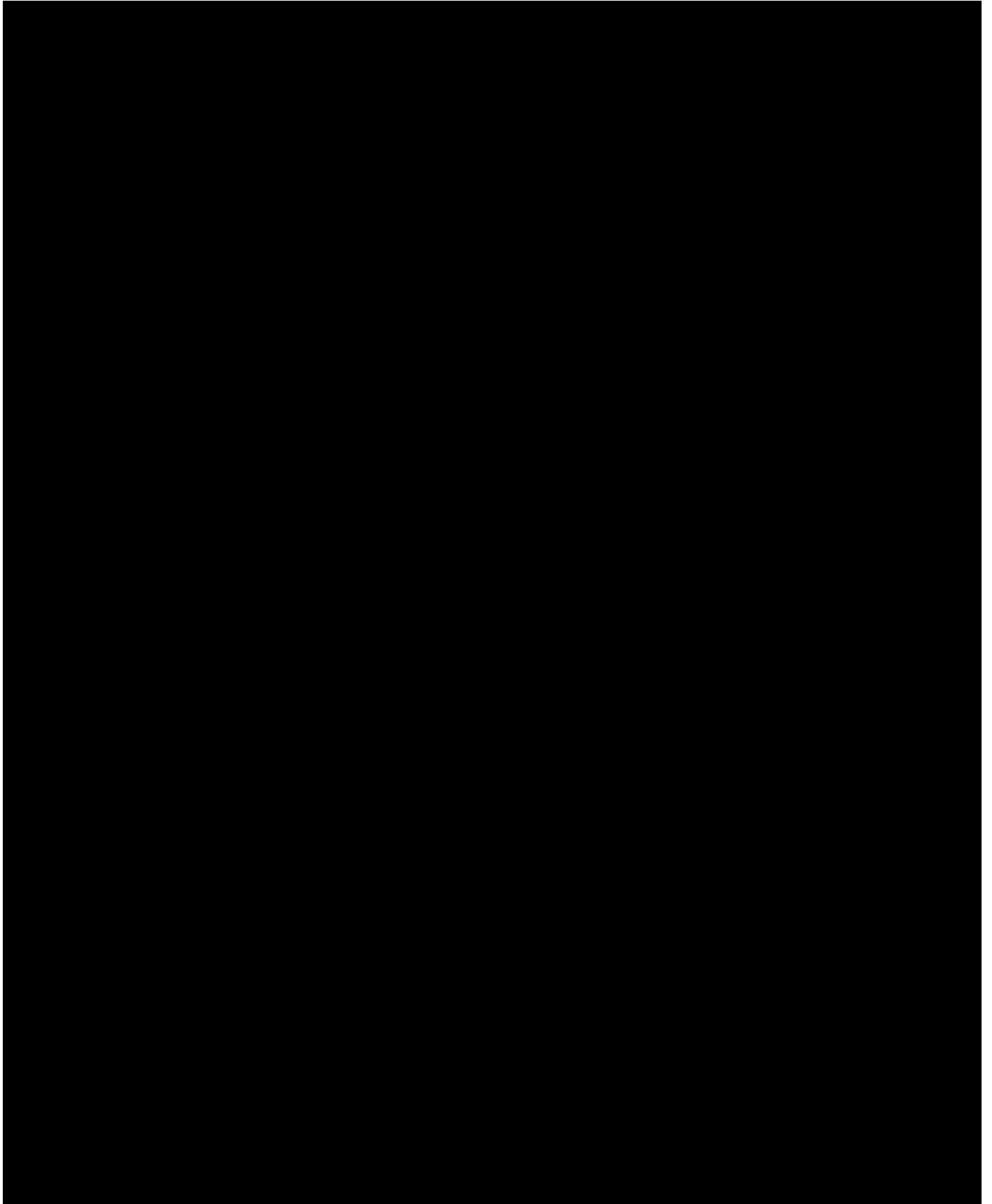
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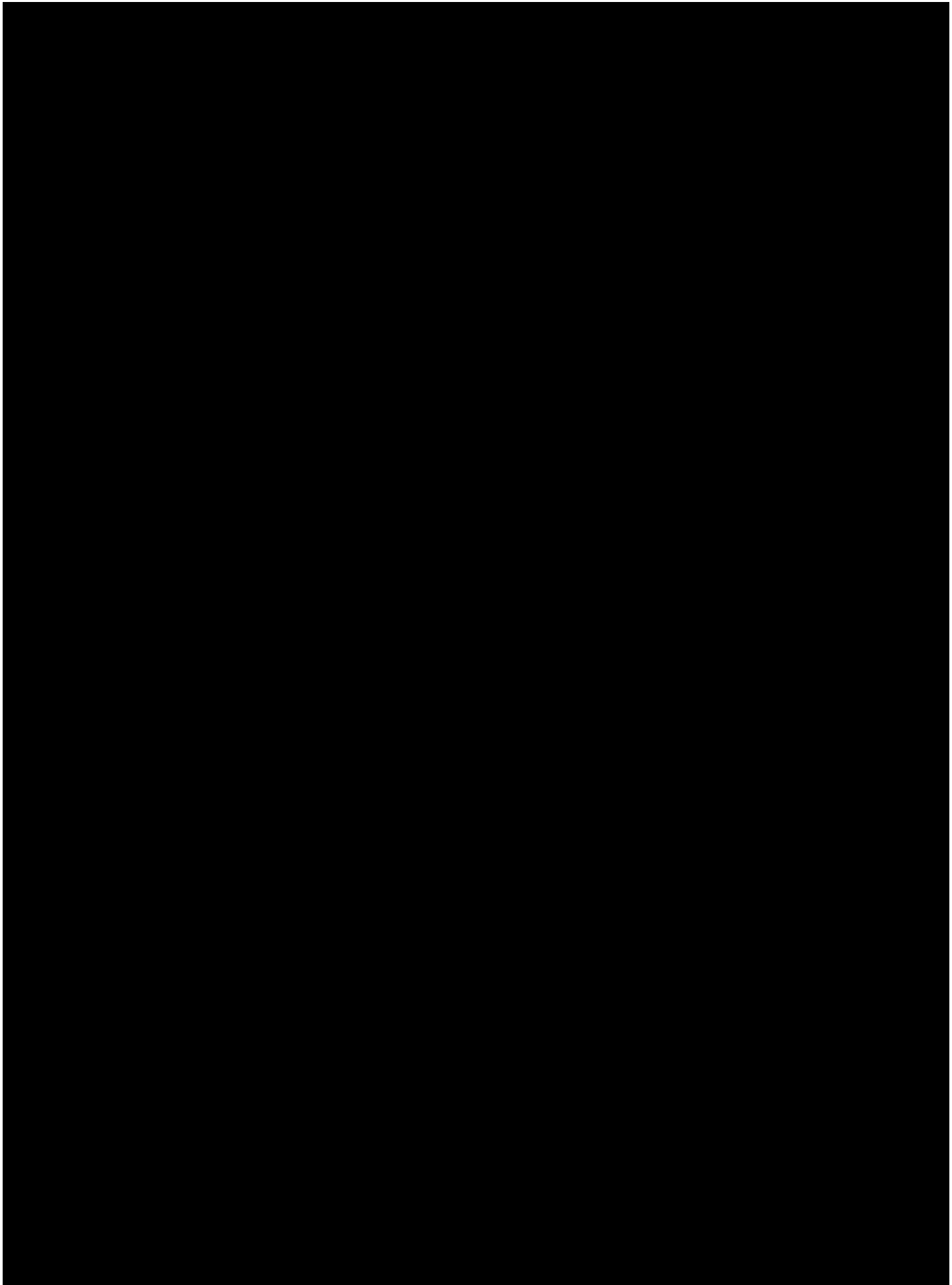
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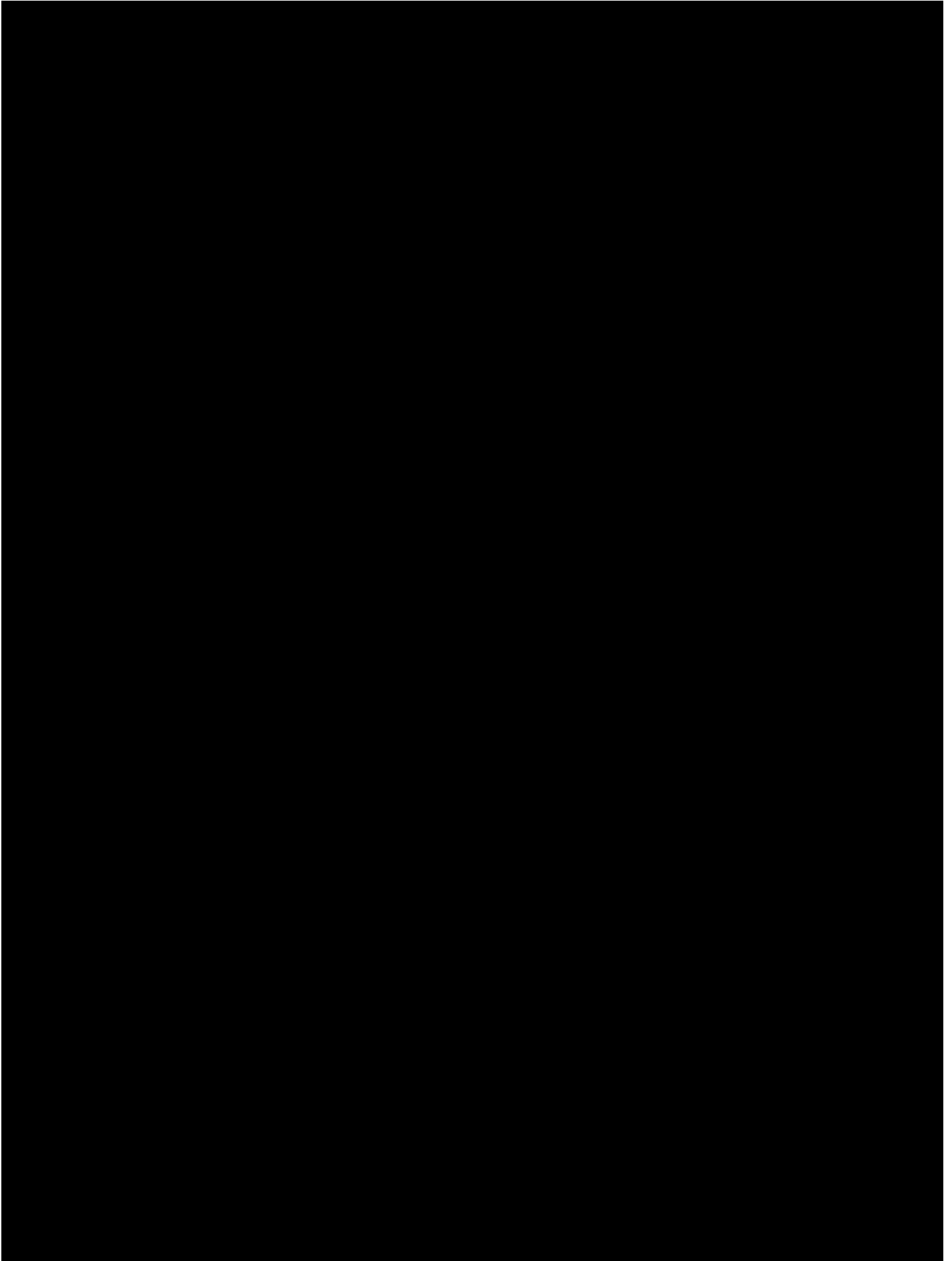
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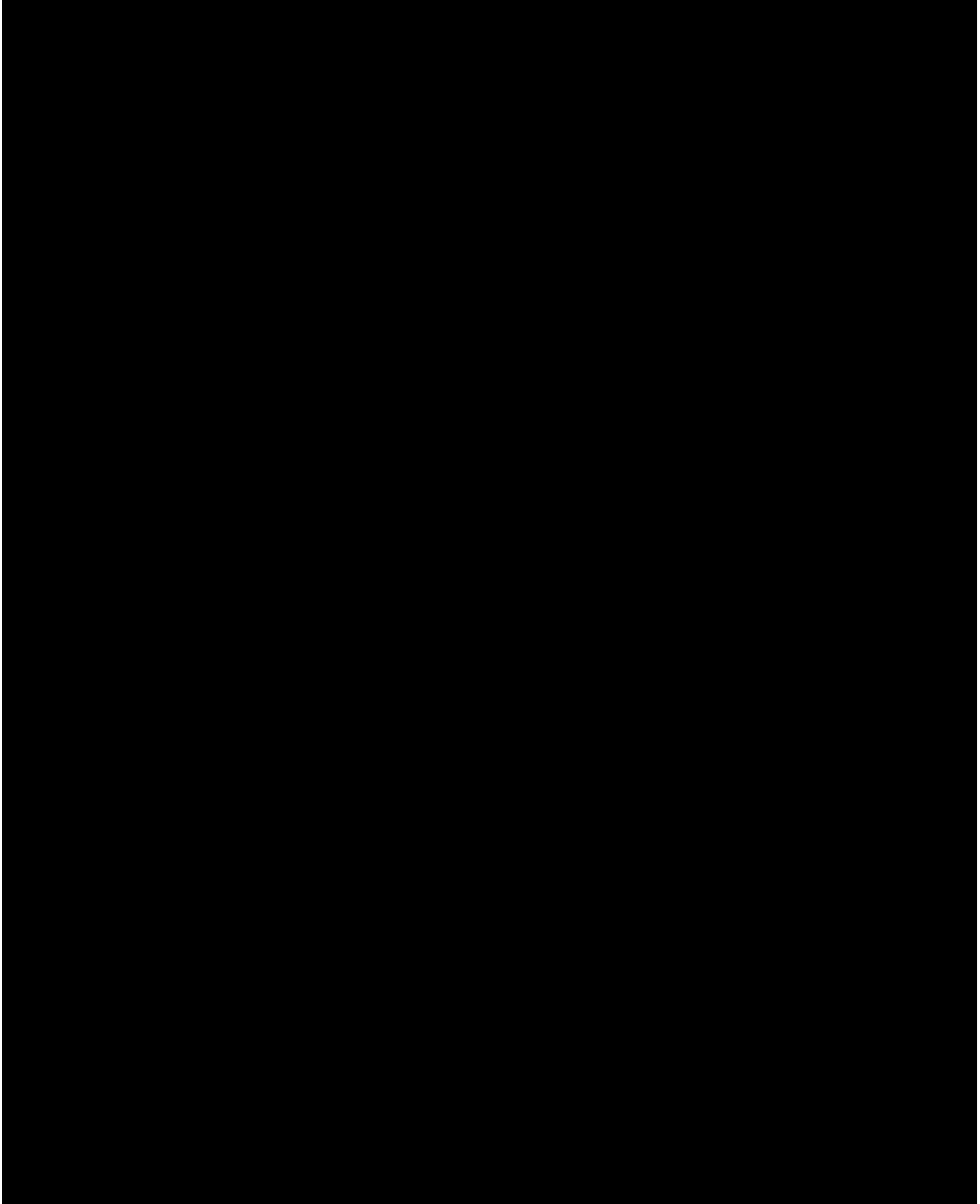
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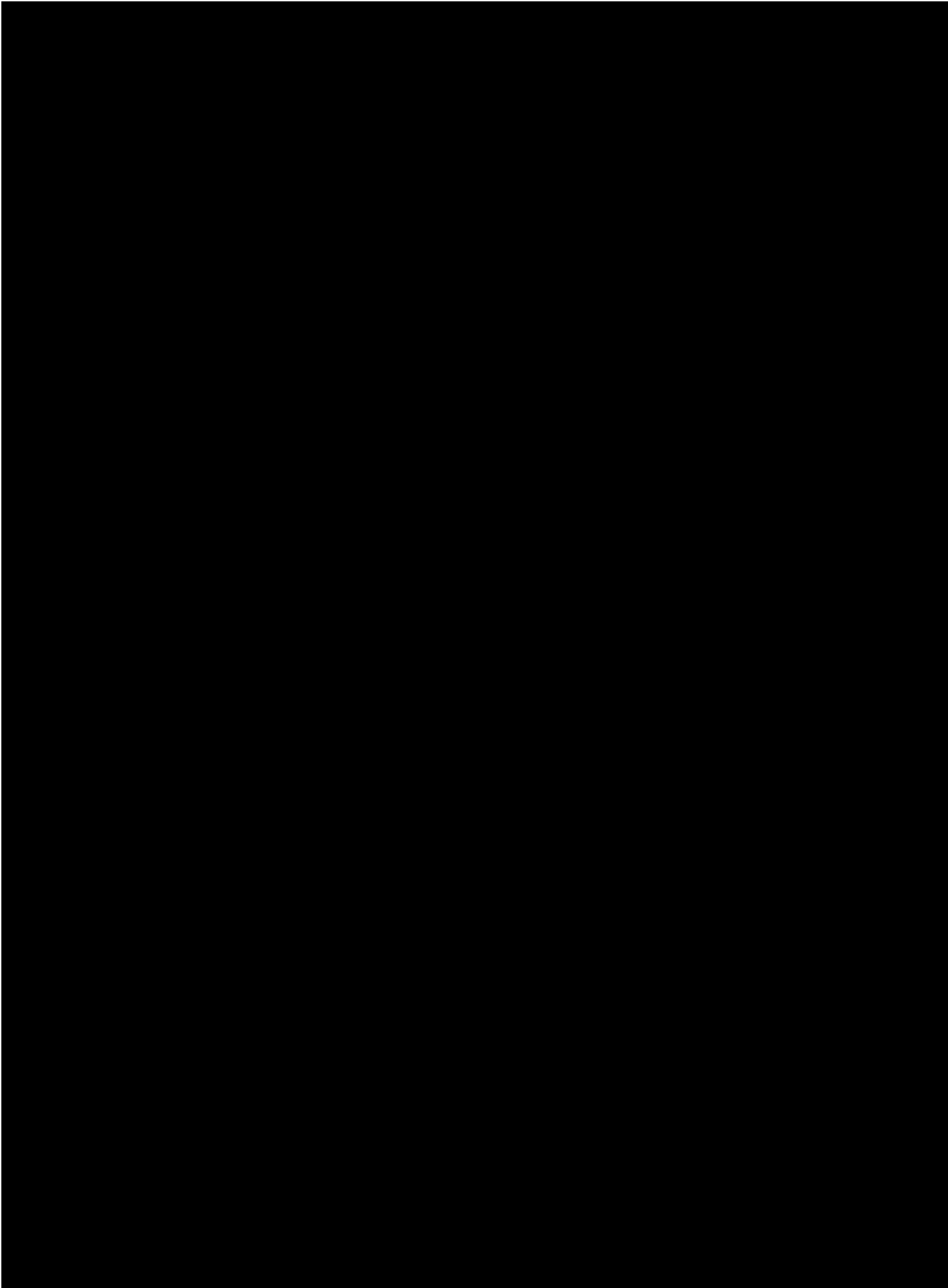
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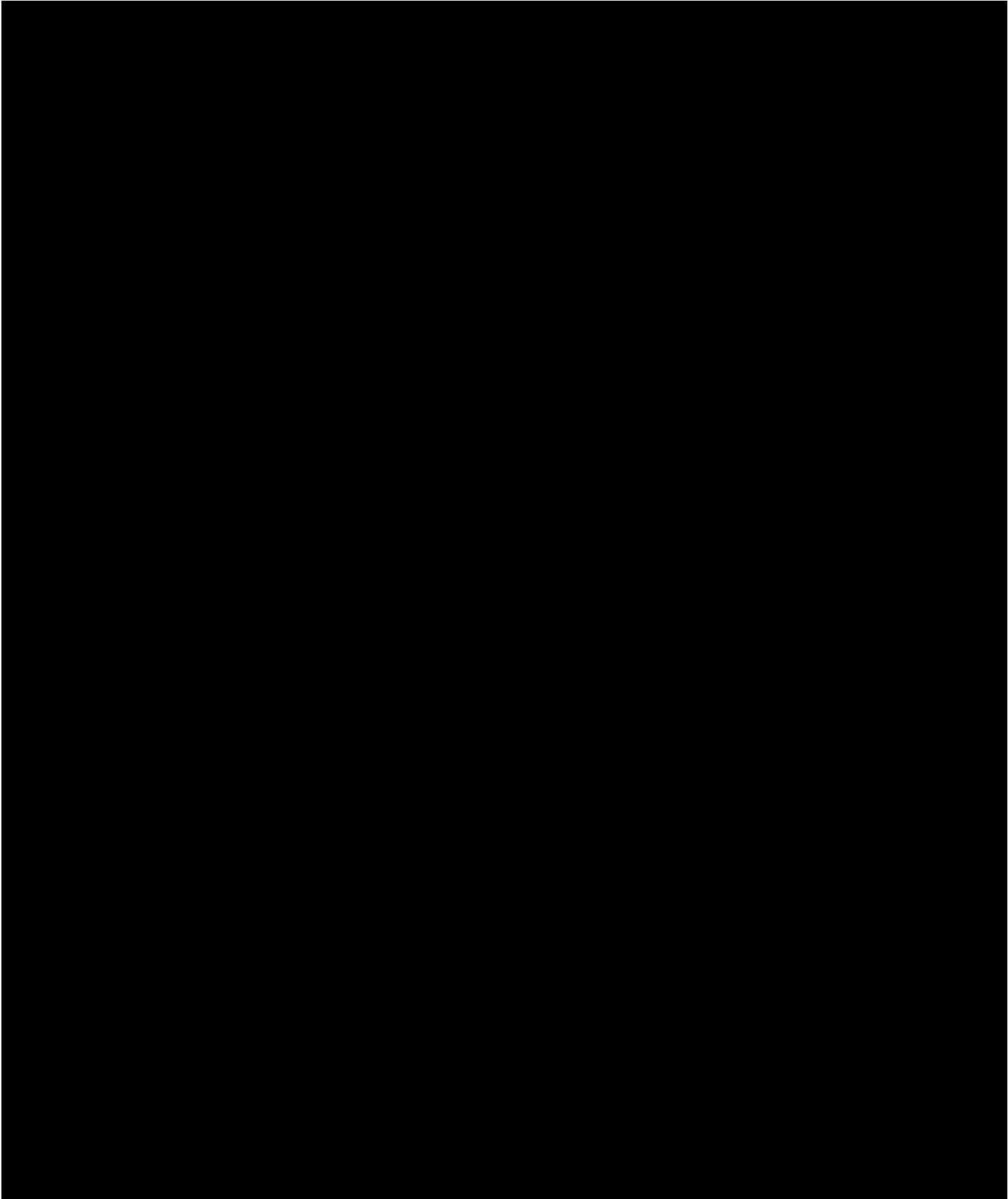
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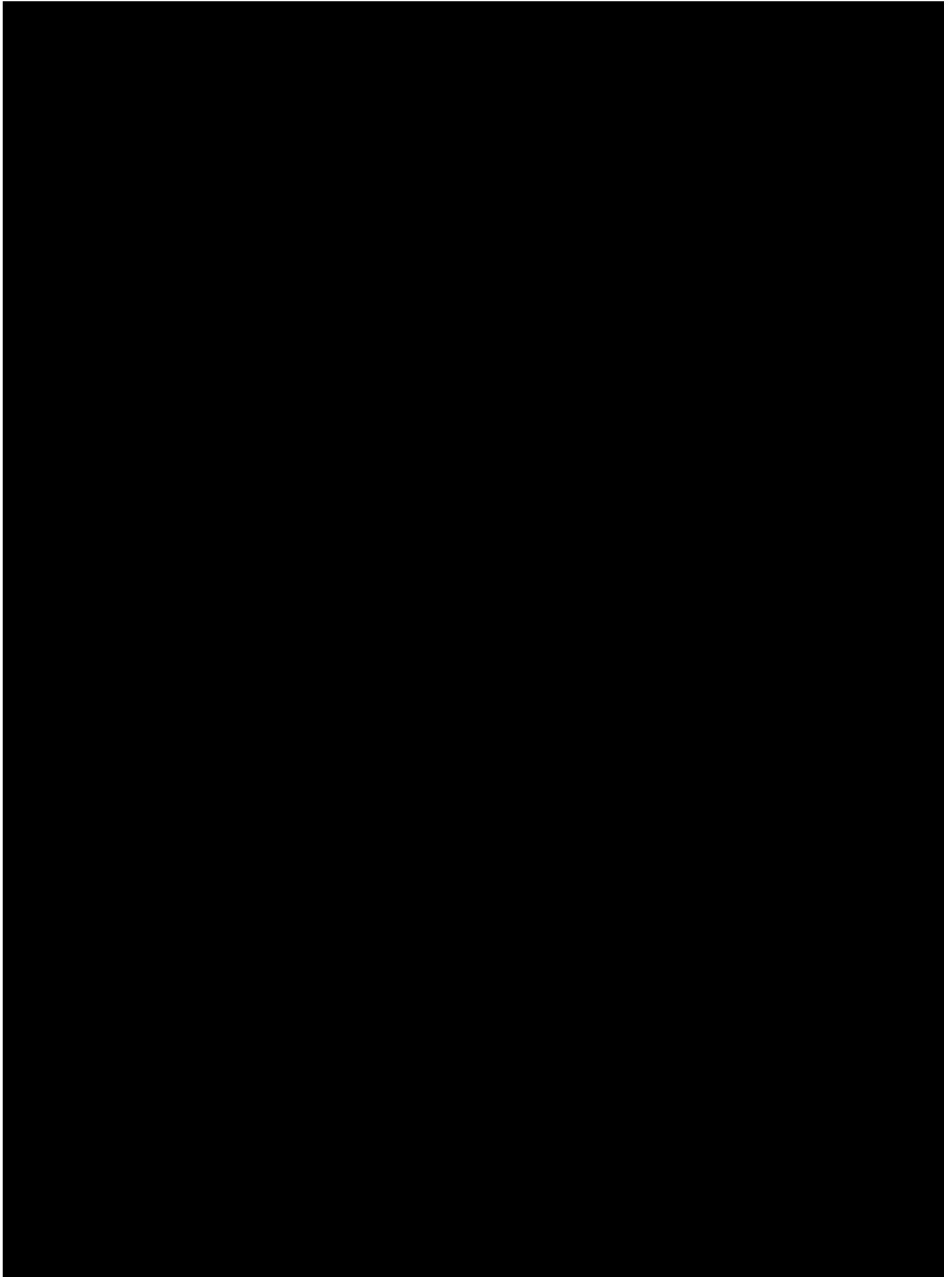
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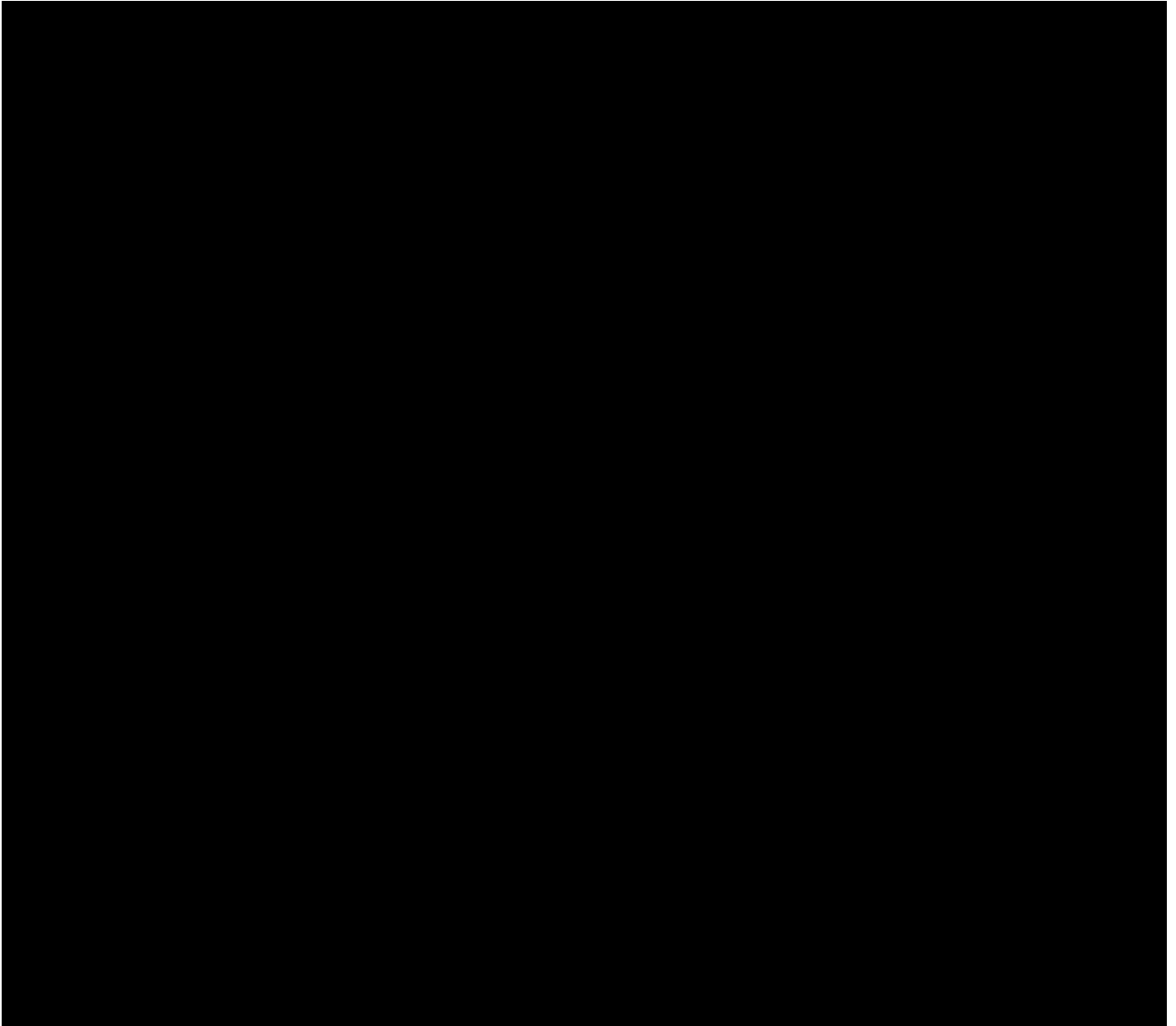
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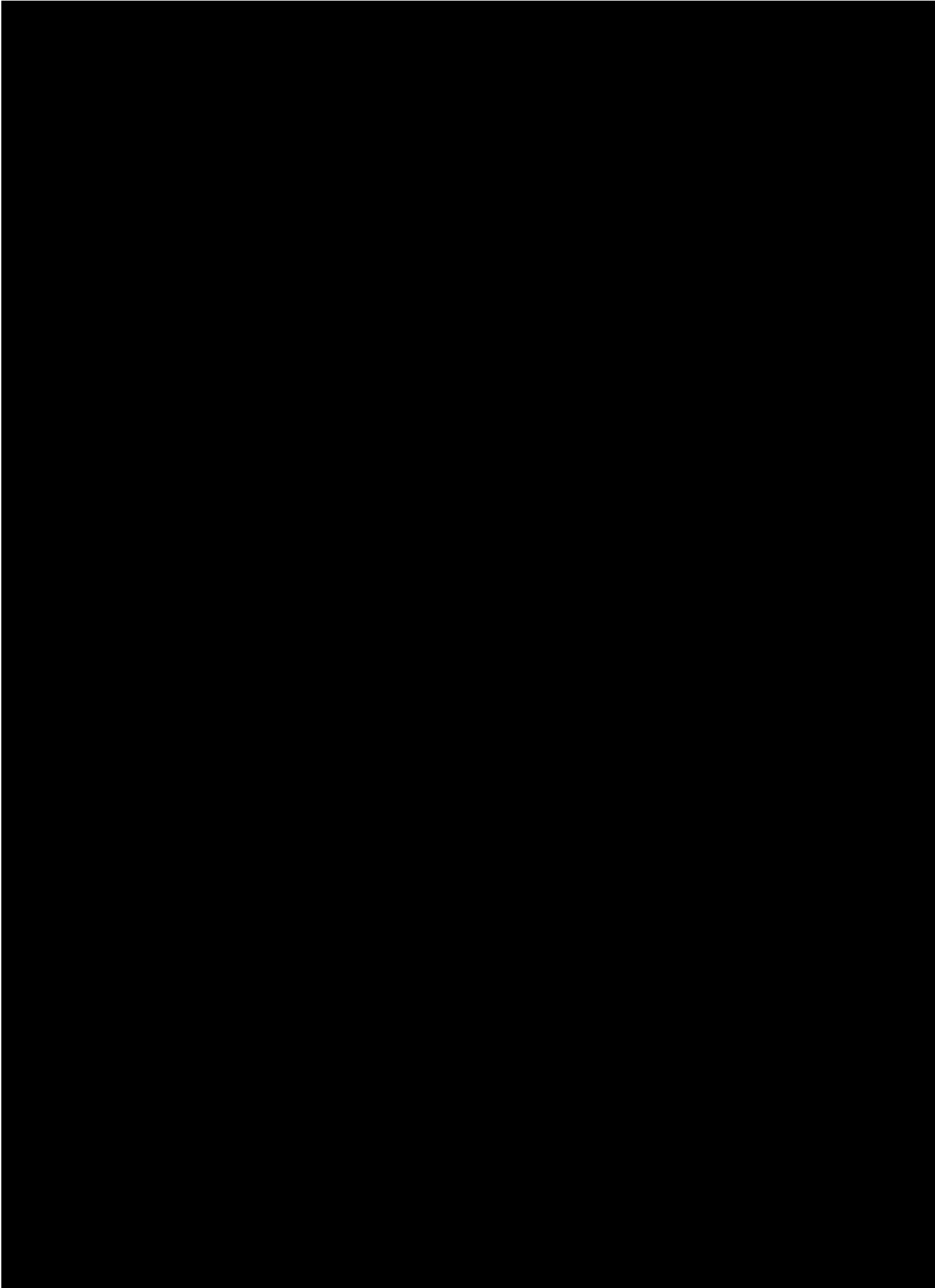
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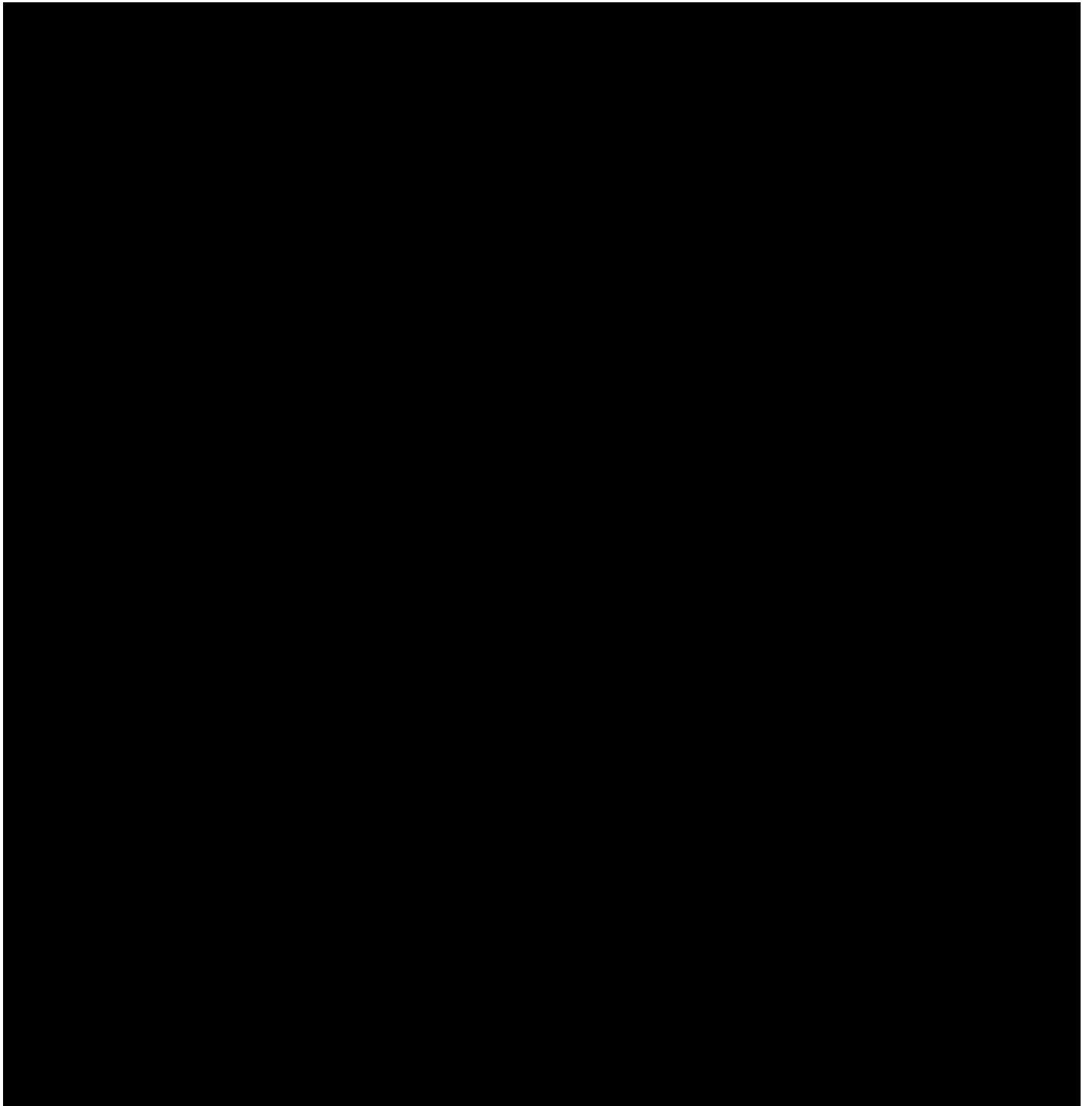
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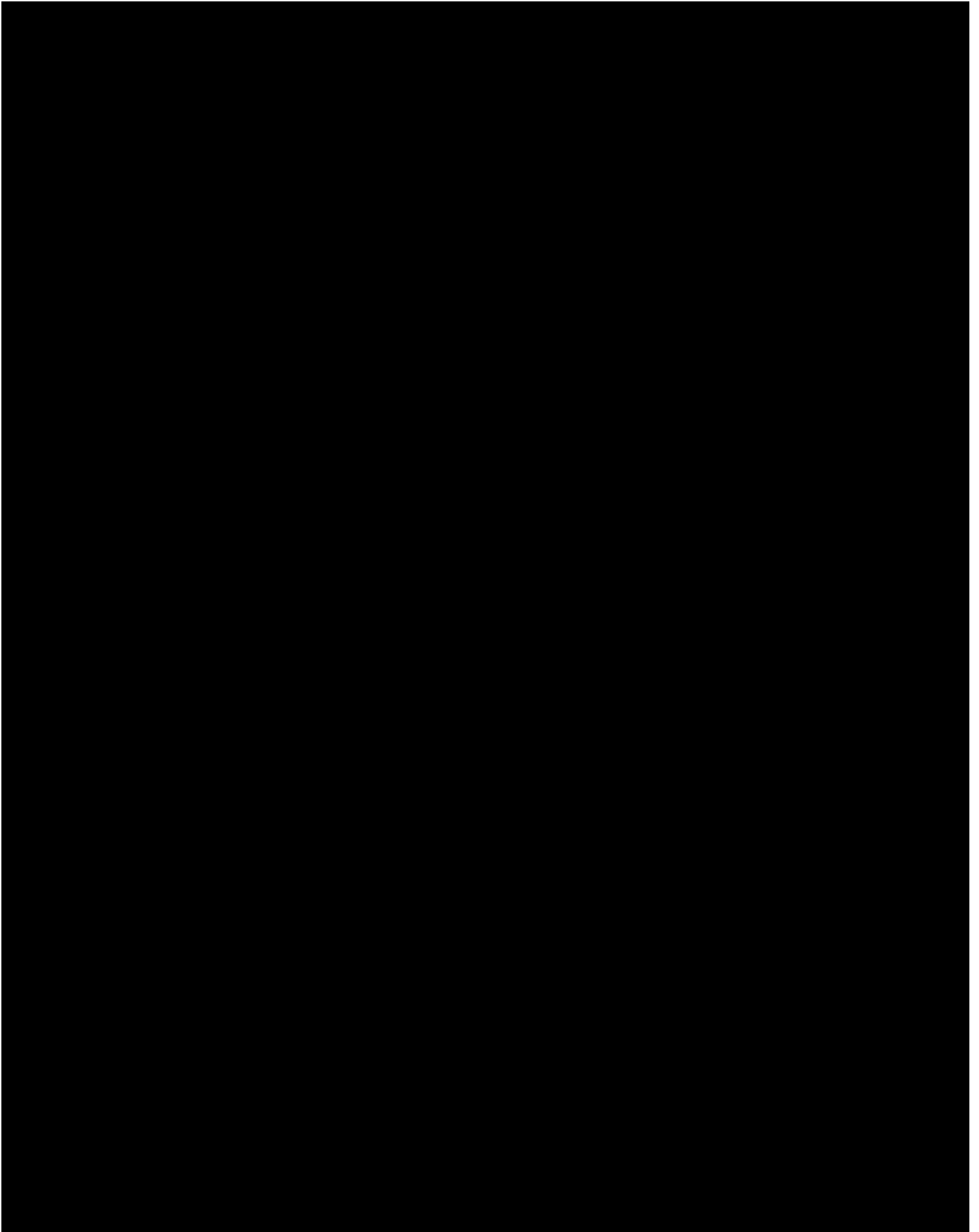
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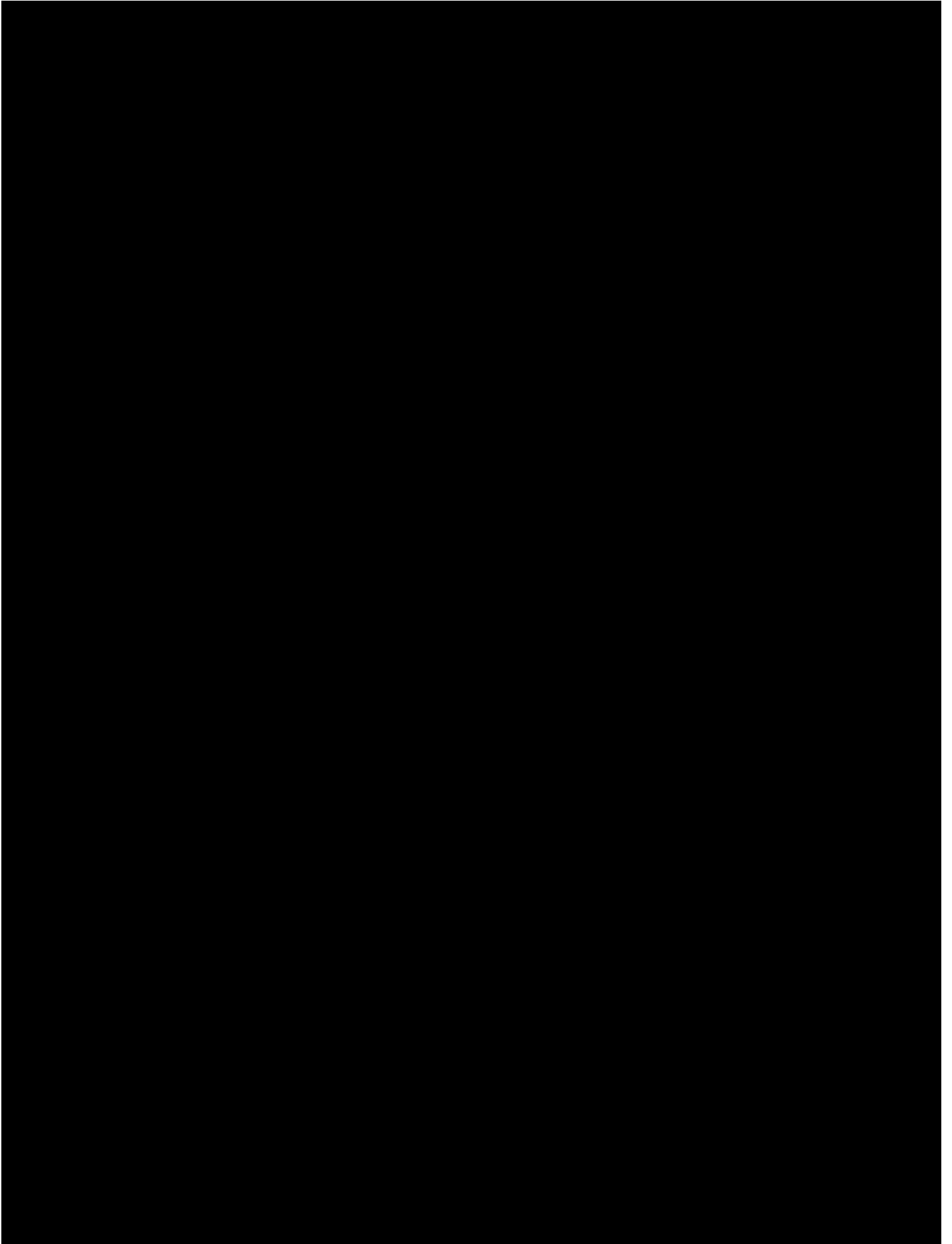
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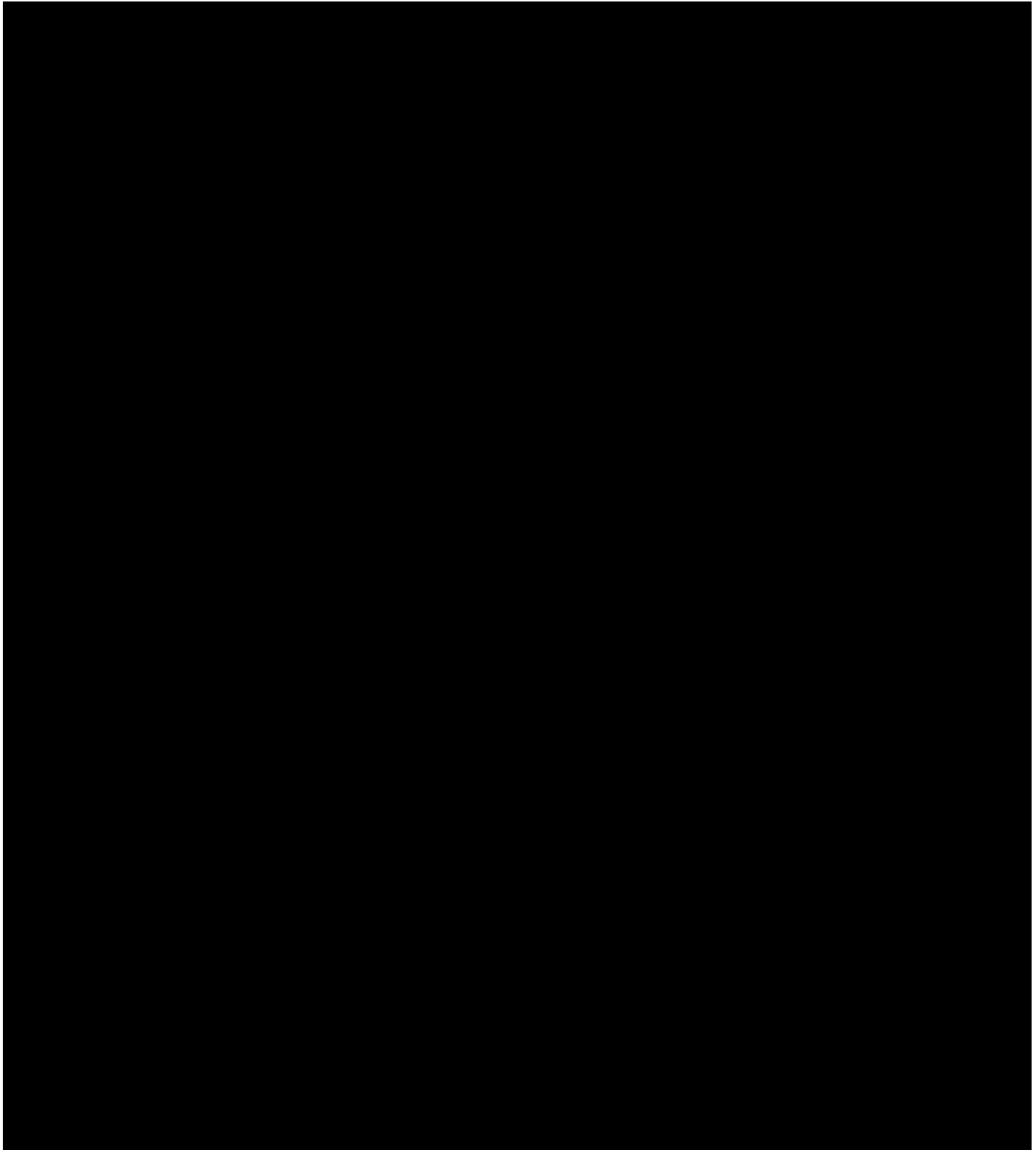
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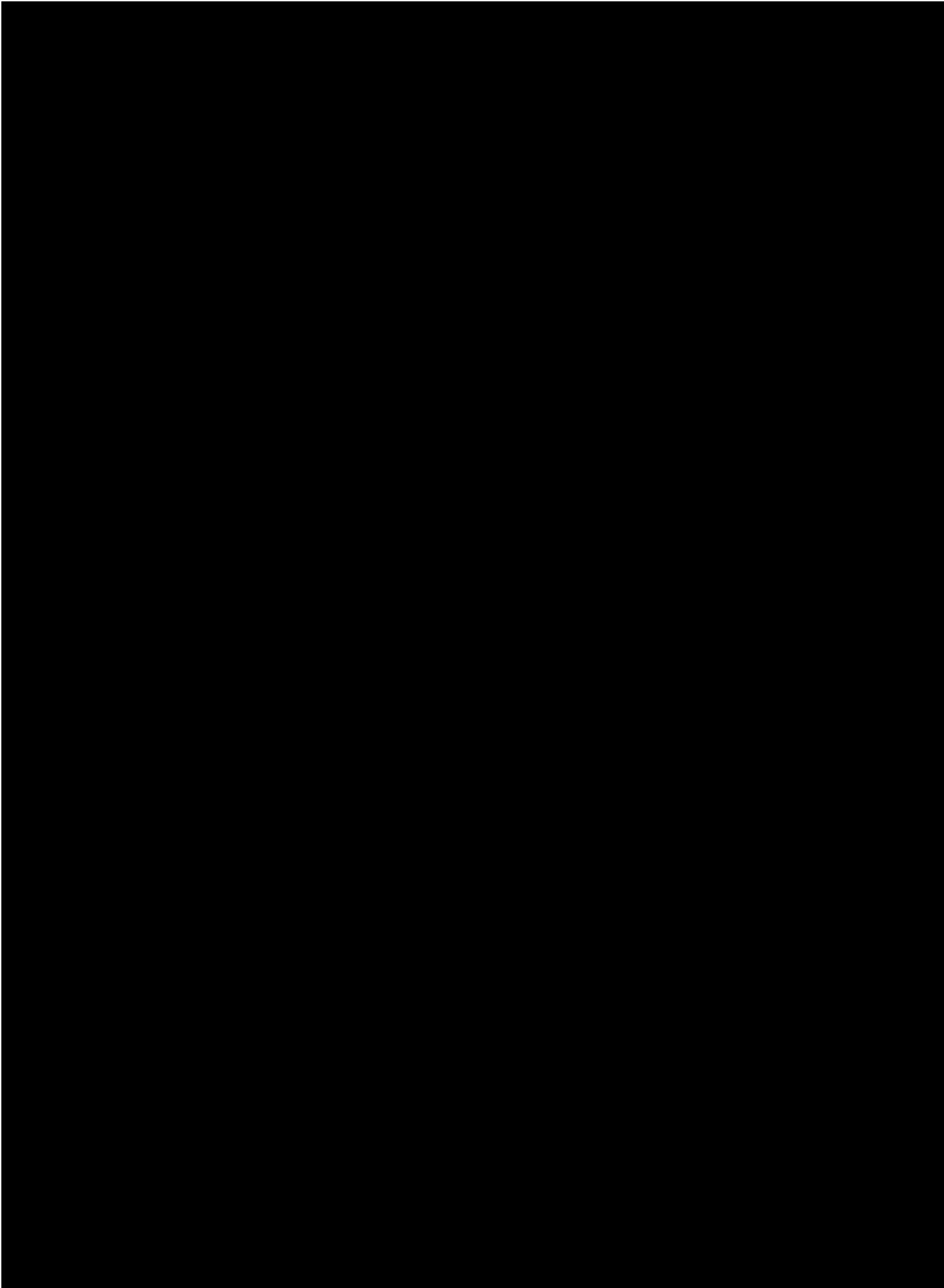
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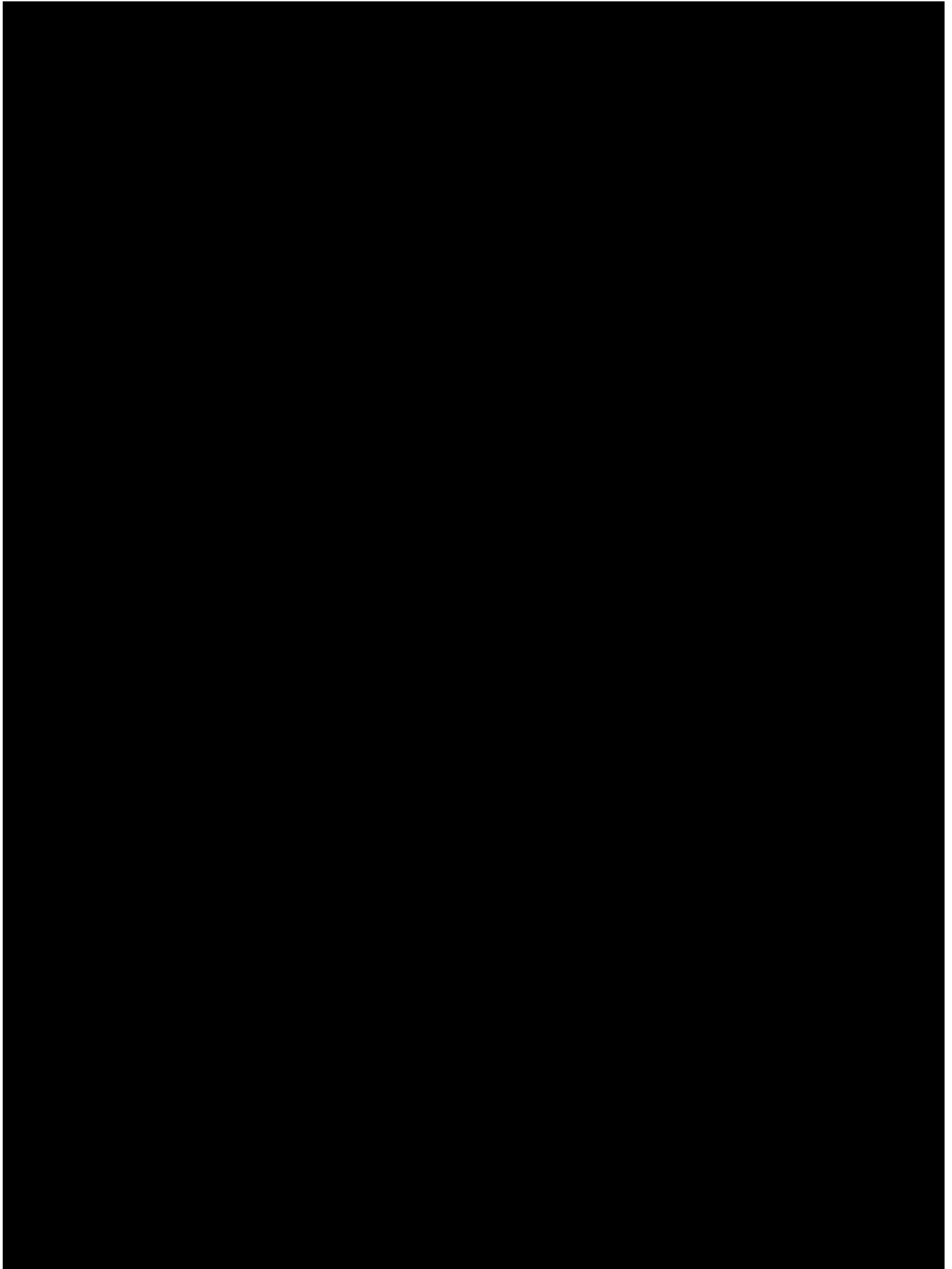
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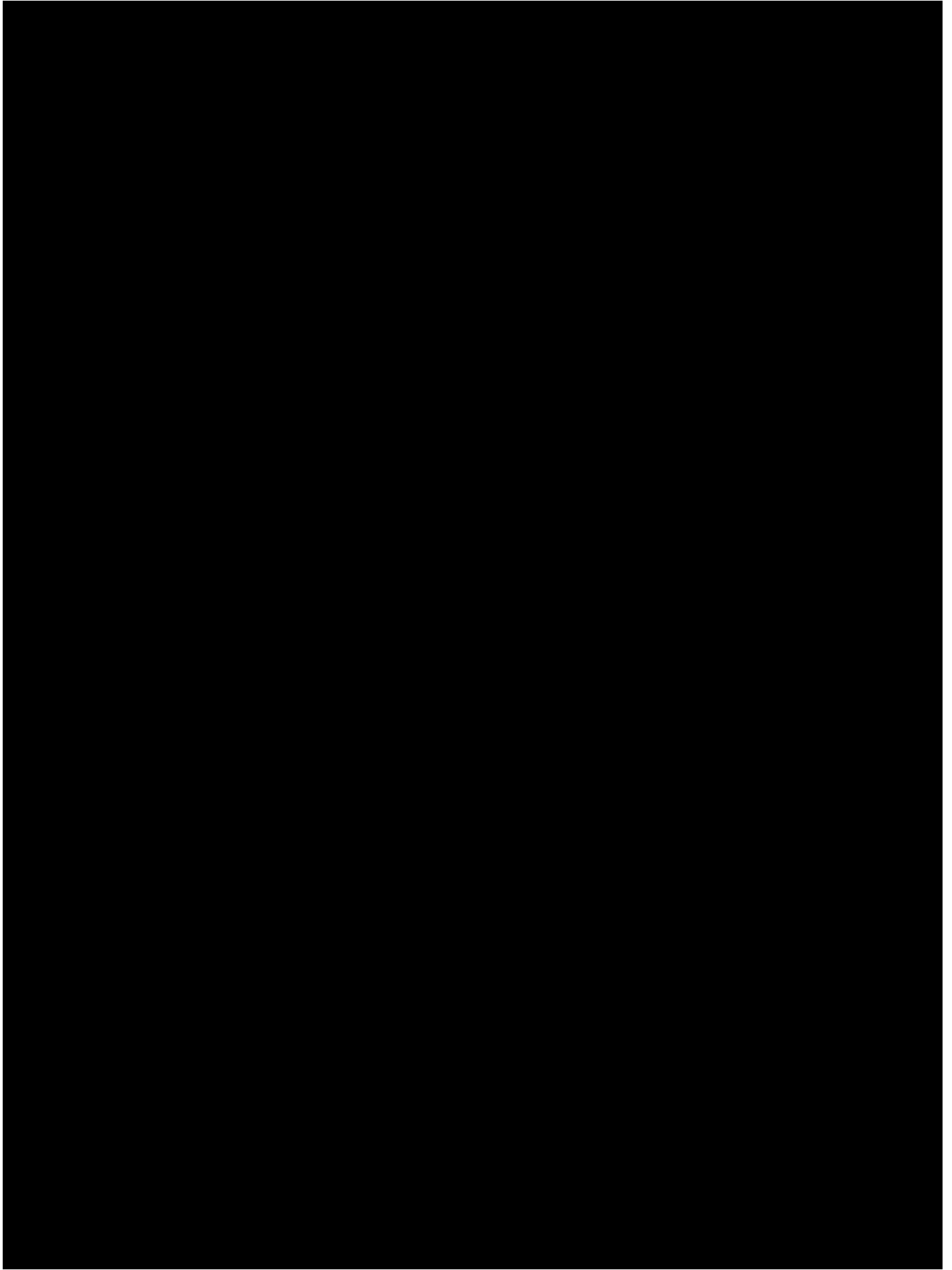
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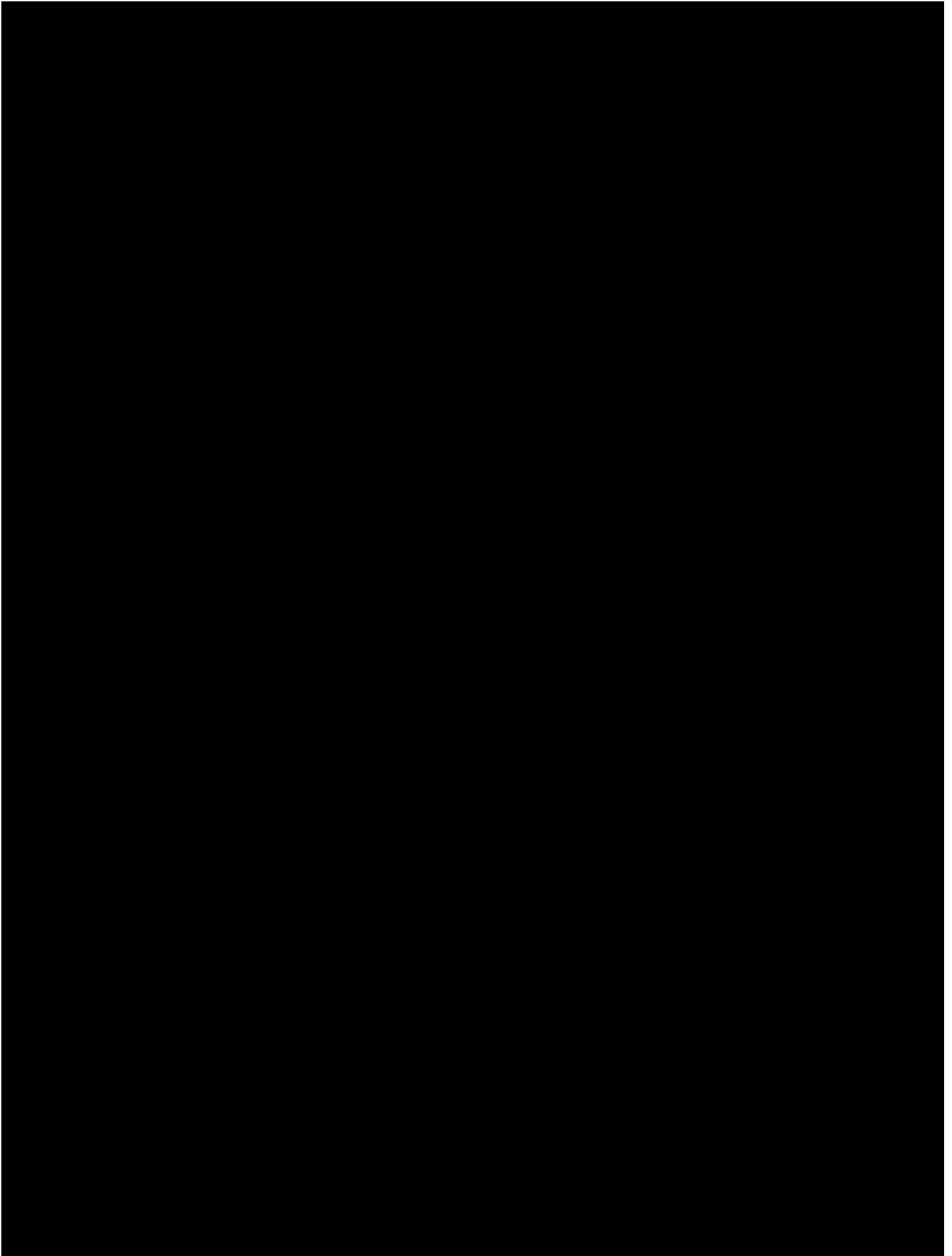
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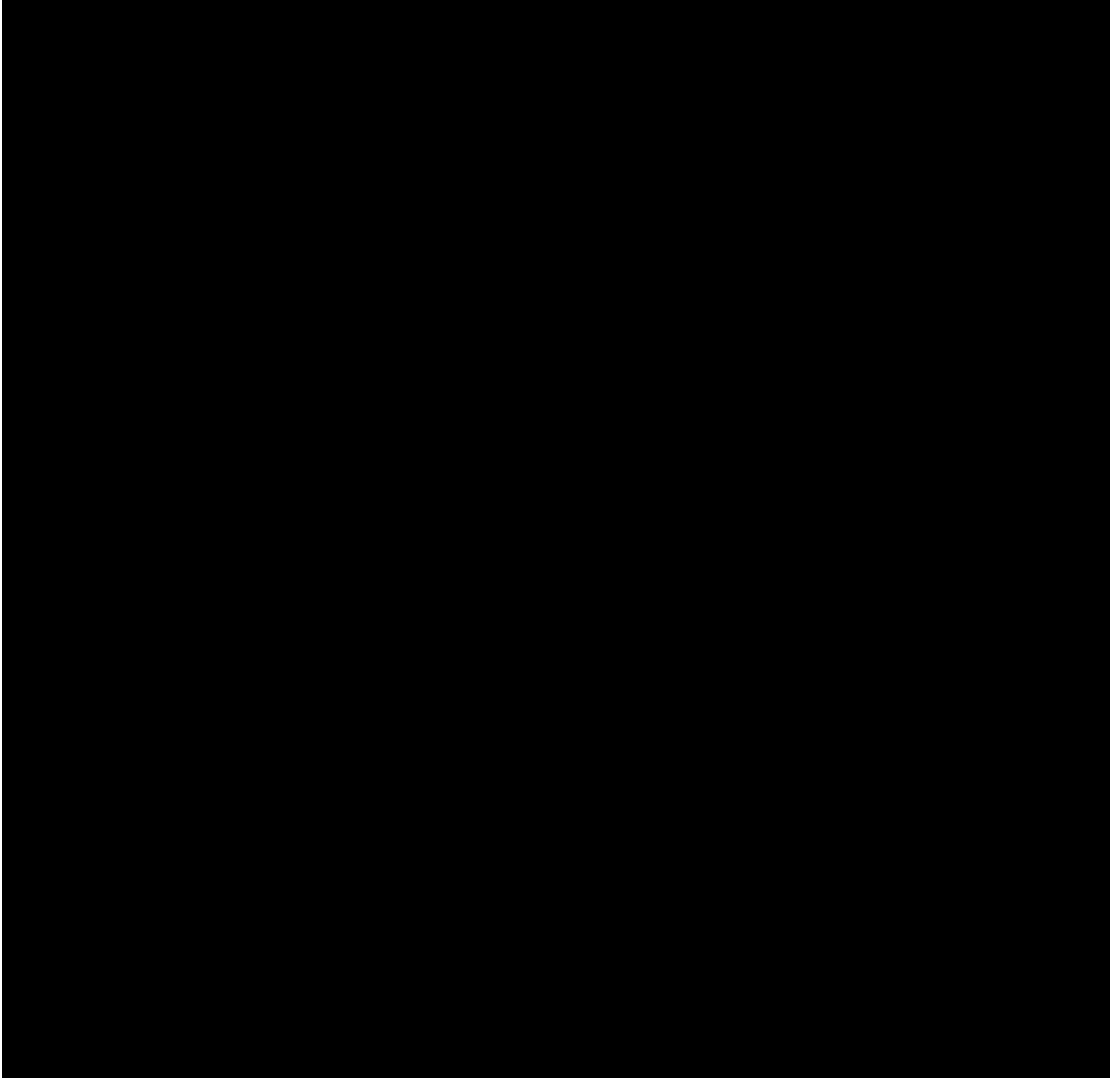
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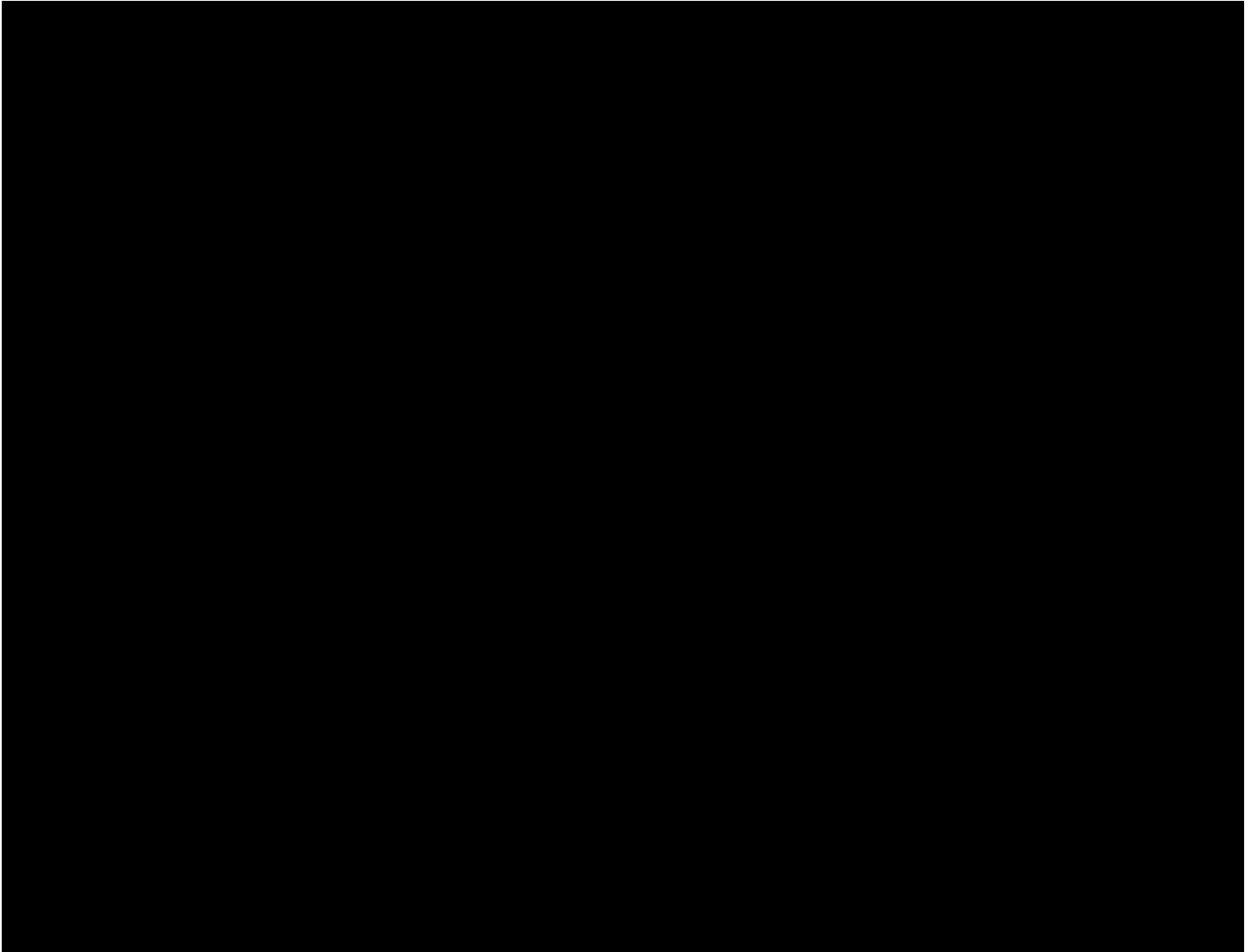
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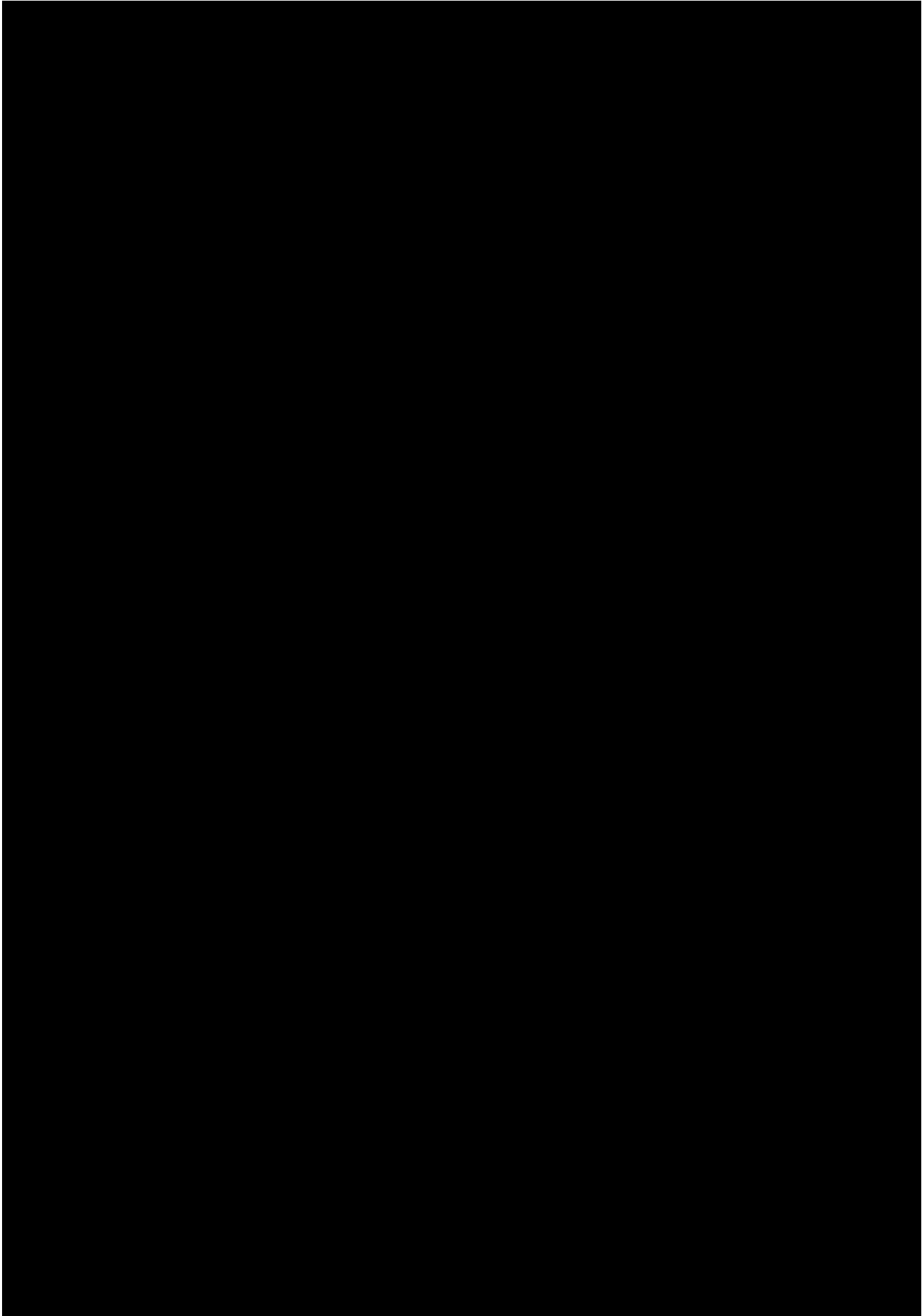
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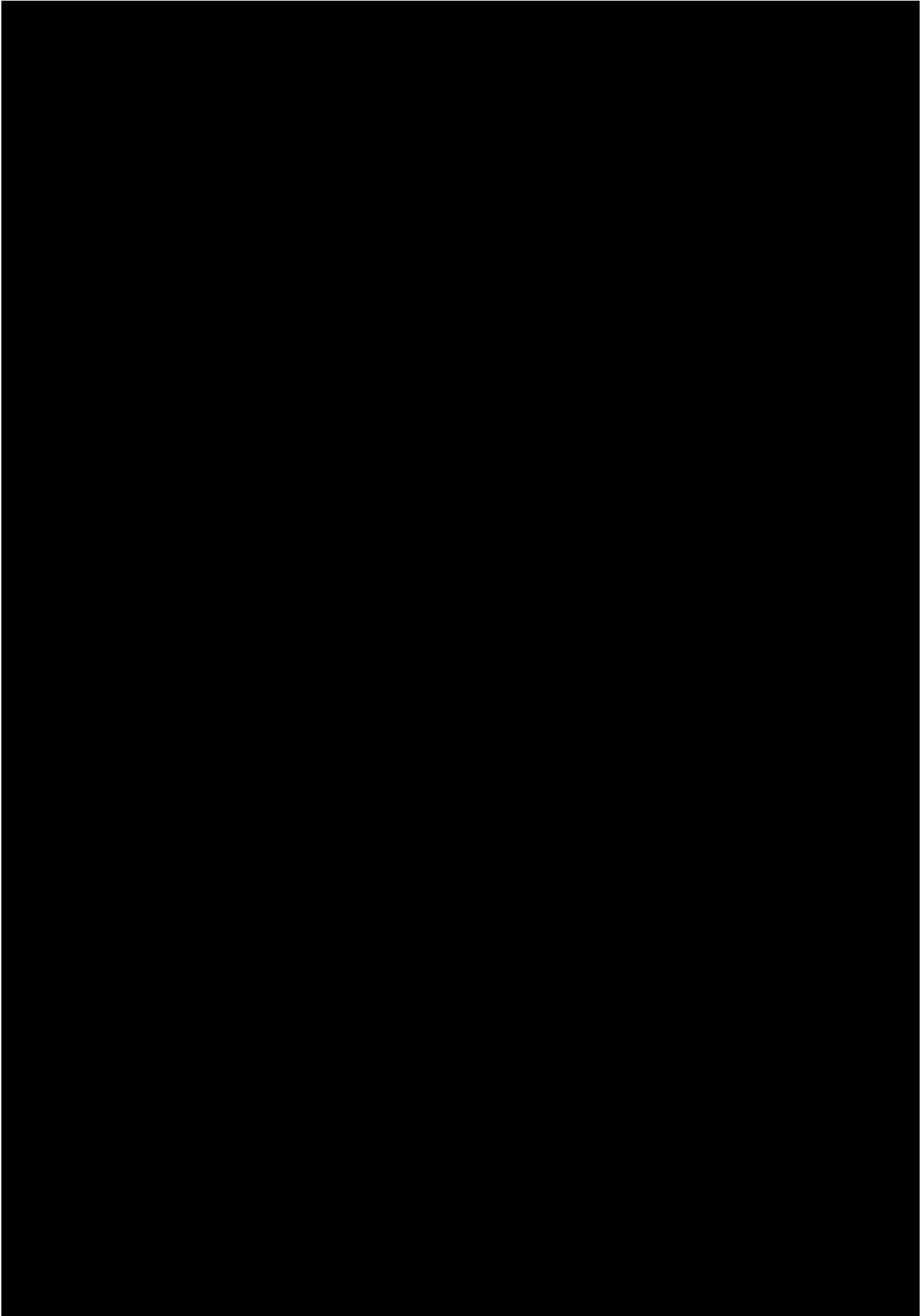
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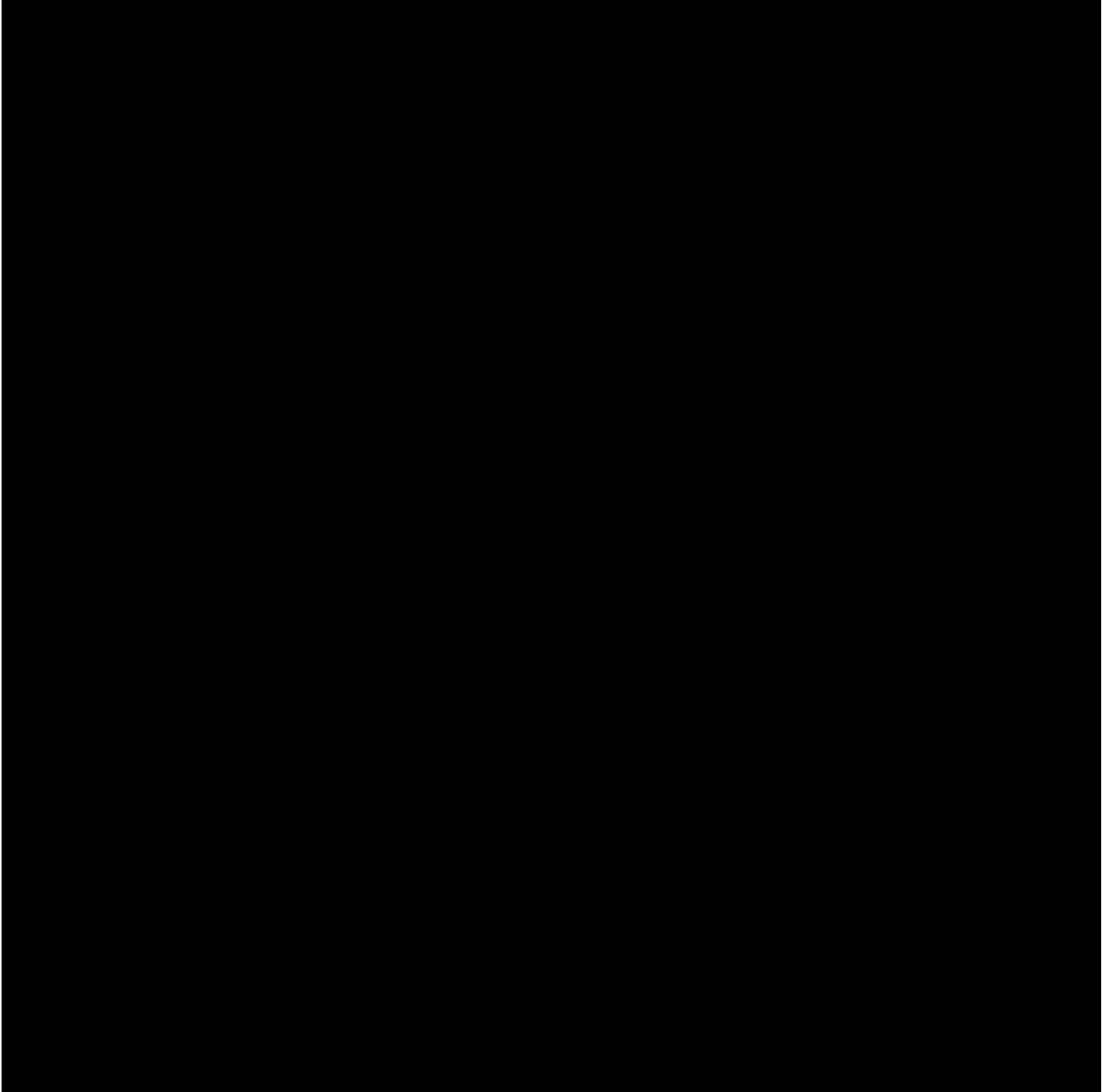
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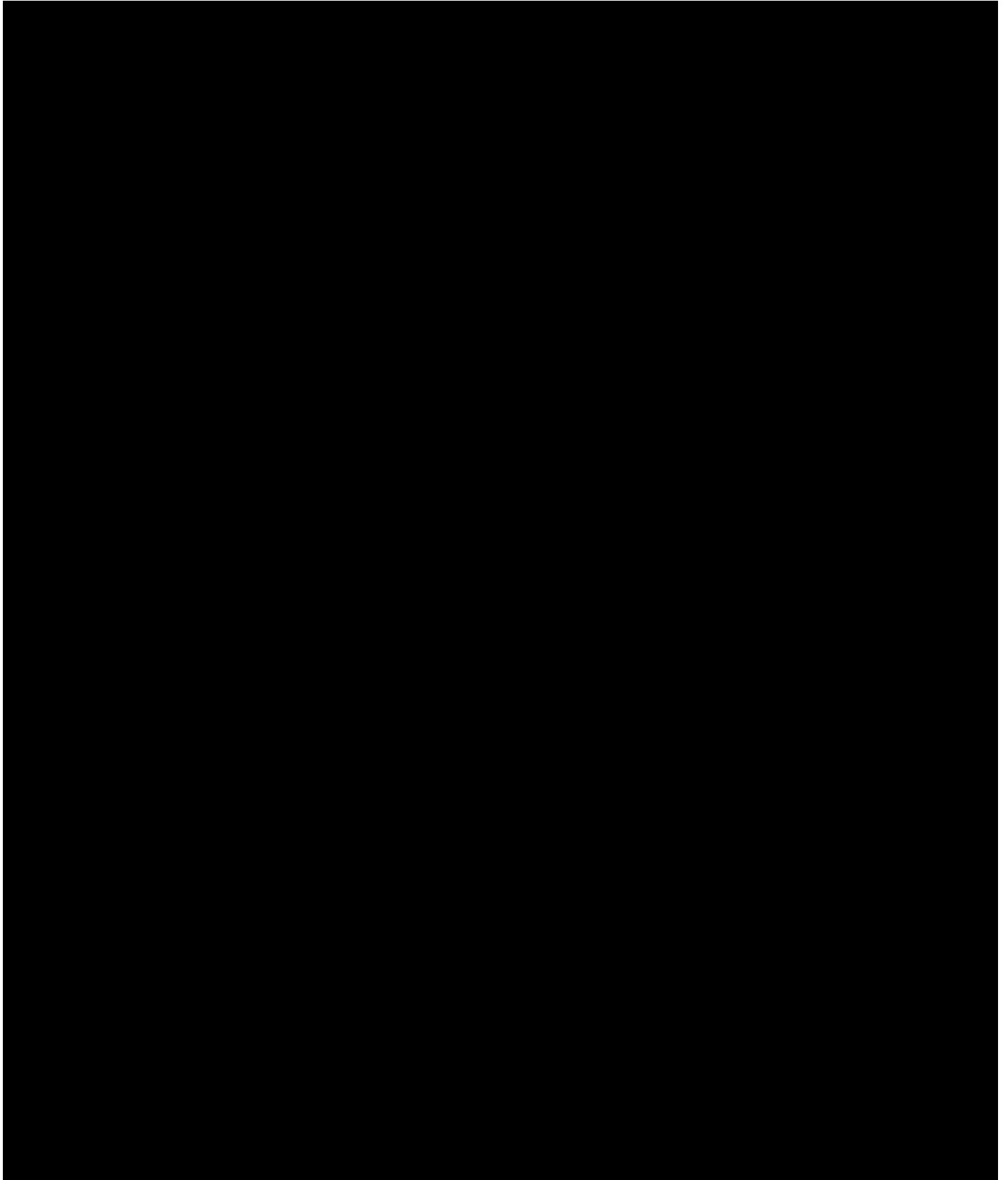
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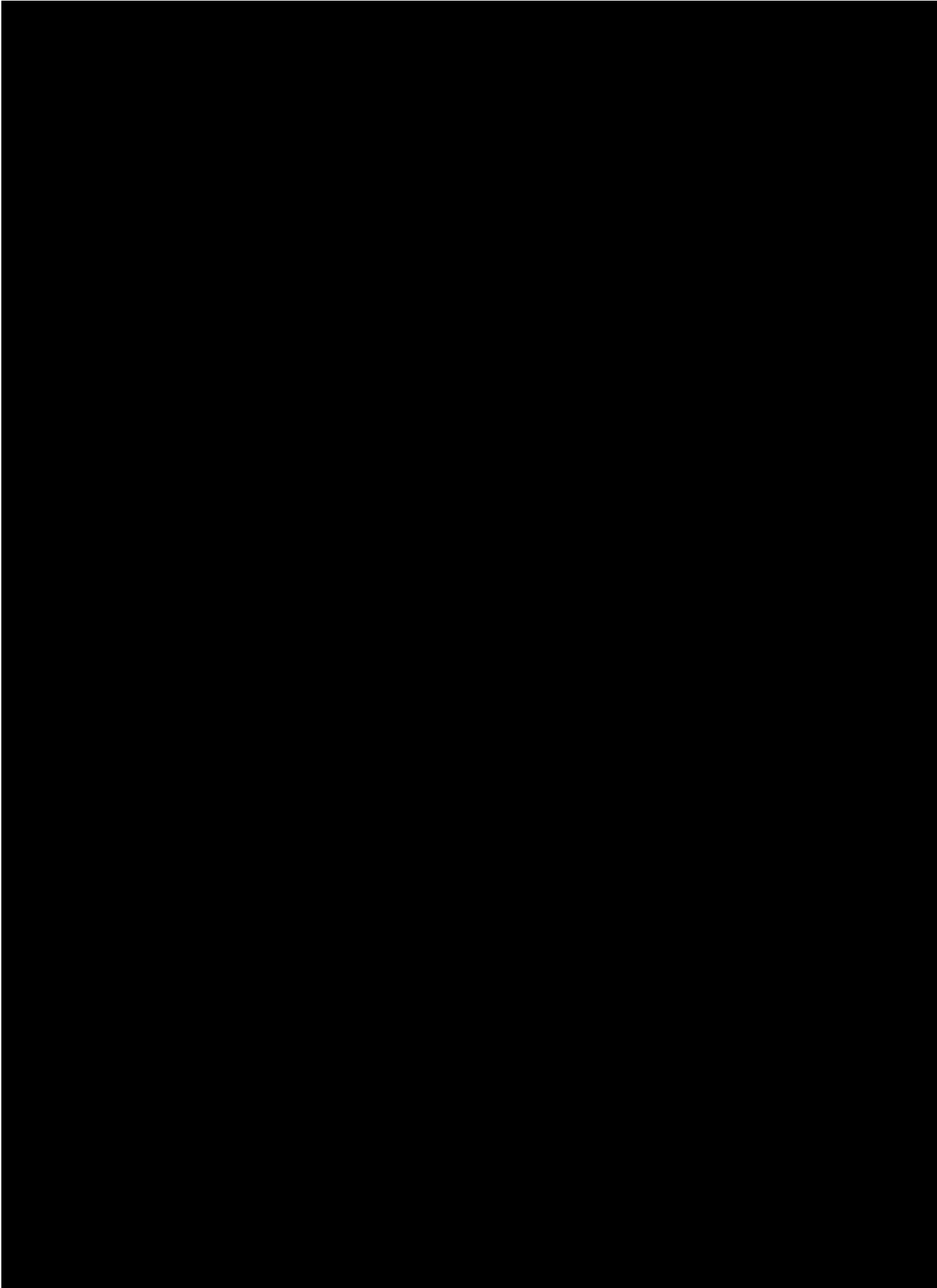
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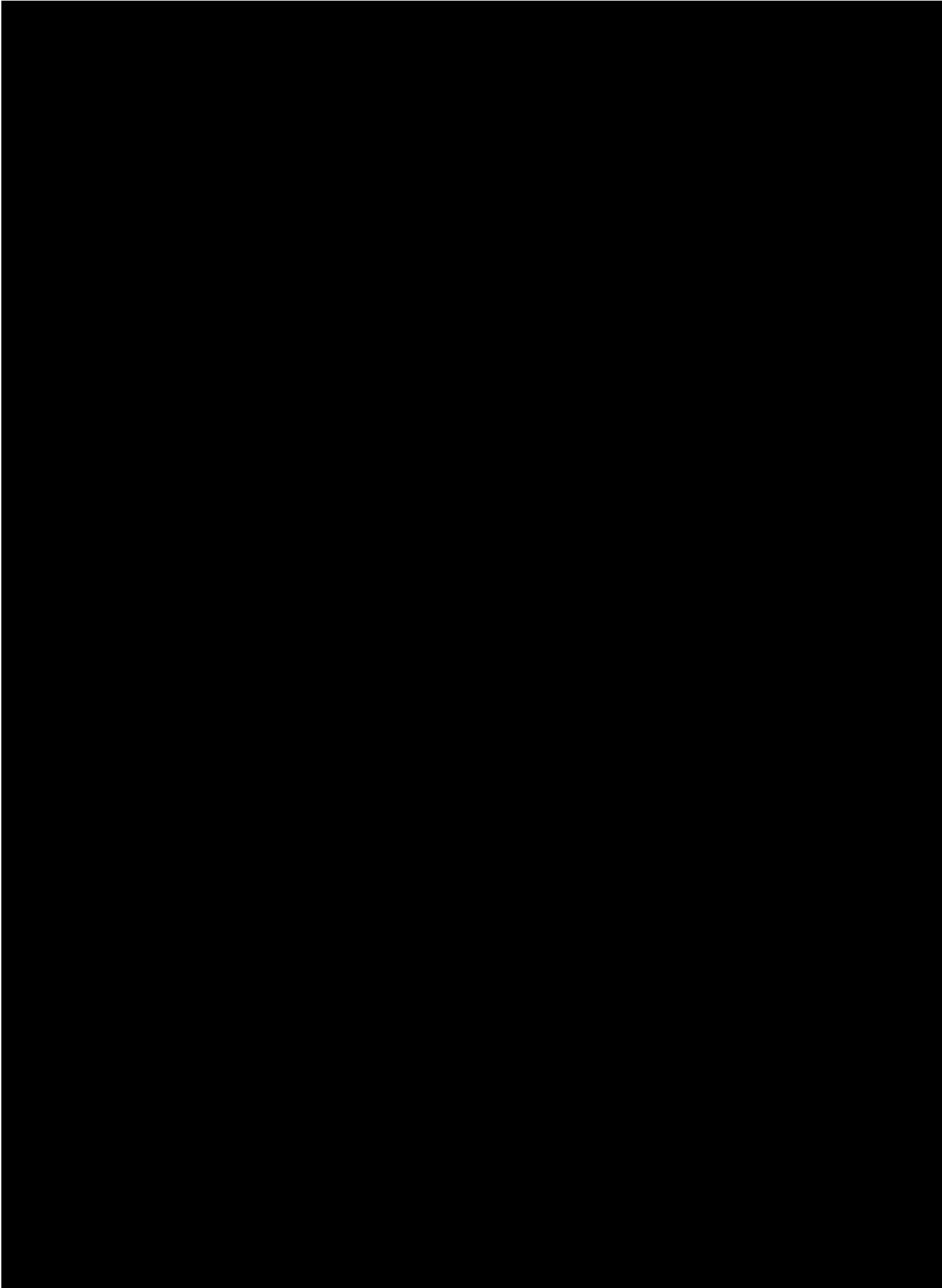
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