Base Load Power Hub (BLPH)

PROJECT QUALITY PLAN

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1 PROJECT OVERVIEW

1.1 THE HOLLANDSE KUST NOORD WIND PARK

Crosswind, a Shell and Eneco joint venture, was awarded the tender to develop the offshore Hollandse Kust Noord (HKN) wind farm, located 18.5km off the coast of Netherlands near the town of Egmond aan Zee. The consortium plans to have HKN operational in 2023 with an installed capacity of 759MW generating at least 3.3TWh per year. This is sufficient renewable power to supply more than 1 million Dutch households with green electricity.

Offshore wind farms produce intermittent electricity and balancing these dips and peaks and integrating this electricity into the national energy system requires new technologies. For this reason, the offshore wind farm will include several new technologies that could be implemented at full-scale in the future. The new technologies being explored include a floating solar park, a short-duration battery storage as well as long-term storage via green hydrogen produced by water electrolysis and subsequently consumed in a fuel cell. The combination of these individual measures, herein referred to as the Base Load Power Hub (BLPH) will ensure a continuous power supply regardless of the wind situation.

1.1.1 Project Location

The Hollandse Kust Noord (HKN) wind farm is located 18.5km off the coast of the Netherlands near the town of Egmond aan Zee.

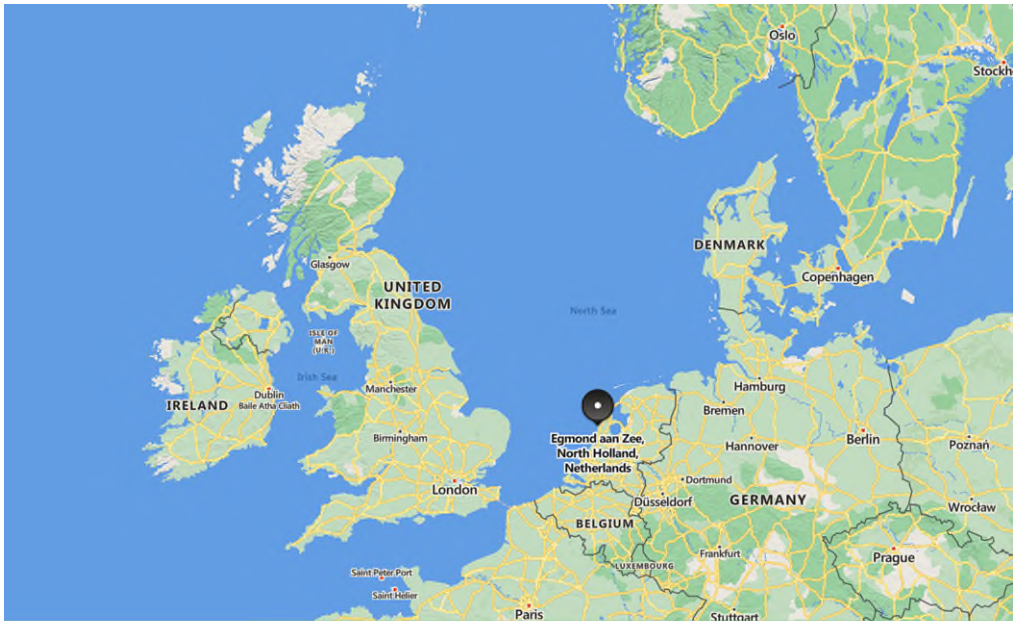


Figure 1 - HOLLANDSE KUST NOORD WIND PARK Location Map



Figure 2 - Wind Park Details

The wind farm will consist of No. 69 x 11.5MW wind turbine generators each to be installed on a dedicated monopile structure. A 70th monopile located on coordinates E 590719.1, N 5841602.3 is reserved for installing the platform accommodating the BLPH. The monopile structure was designed and installed by Van Oord Offshore Wind (VooW) and therefore not part of the BLPH scope.

1.1.2 Project Concept

All components included in the BLPH will be integrated onshore on a topsides and installed in an offshore location within the boundaries of the HKN wind farm. At its simplest, the BLPH will store energy during periods of high electricity generation from renewable sources (a wind turbine generator and the floating solar PV farm) and release it during periods of low generation. In practice. It is expected that the energy stored will supplement generation from renewable sources to ensure that at least 1.0MW of power is exported to the electrical grid regardless of wind/solar availability.

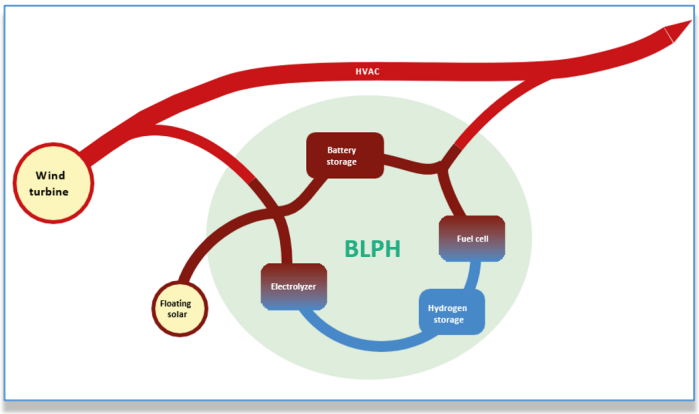


Figure 3 – BLPH Concept

Electricity in the BLPH will be stored in the form of electrons in a battery energy storage system (BESS) as well as converted into green hydrogen via water electrolysis. When the power output from the connecting wind turbine drops to below 1 MWe, the BLPH will return its stored energy to supplement the remaining power output. This will be by discharging the BESS, while stored hydrogen will be converted back into electricity using a fuel cell to extend the discharge duration.

The purpose of the BLPH is to function as a testbed for the integration of energy storage technologies with renewable generation. It is expected that equipment installed on the BLPH will operate as Normally Unmanned Installation for at least two (2) years with no or minimal maintenance and it will have its own independent control room with the ability to communicate with Crosswind's control room.

2 INTRODUCTION

2.1 PURPOSE AND SCOPE OF THE QUALITY PLAN

This Project Quality Plan (PQP) sets out the quality assurance and control measures for the execution of the CONTRACTOR Scope of Work as per Contract No. CW-I-WP4-2023-05.

The primary purpose of this document is to establish the framework for delivering a product that meets the defined quality standards. This includes clearly defining our quality objectives, ensuring compliance with all relevant regulations, clarifying roles and responsibilities of all team members and stakeholders, specifying required procedures and standards, and detailing strategies for quality-related risk management.

This plan further outlines the approach towards continuous improvement in quality performance through monitoring and measurement and establishes protocols for comprehensive project documentation.

Finally, it ensures effective communication and training mechanisms, equipping team members with the necessary understanding and skills to meet our quality expectations.

This PQP forms an integral part of CONTRACTOR's commitment to delivering a high-quality product and service while upholding safety, reducing waste, and enhancing efficiency.

2.2 QUALITY PLANNING OBJECTIVES

The following quality objectives address the specific scope of work undertaken by the CONTRACTOR, emphasizing the successful implementation and commissioning of the Base Load Power Hub as a crucial component of the Hollandse Kust Noord (HKN) Wind Park project.

- BLPH Engineering Excellence: Ensure that the engineering design of the Base Load Power Hub is of the highest quality, incorporating the latest standards, best practices, and safety measures specific to energy storage technologies, hydrogen production, and fuel cells.
- Quality Procurement Process: Implement a robust procurement process to source high-quality materials, components, and equipment required for the BLPH, considering reliability, performance, and adherence to project specifications.
- Construction and Fabrication Standards: Adhere to industry-leading construction and fabrication standards during the manufacturing and assembly of the Base Load Power Hub components, including the topsides and energy storage systems.

- Transportation and Installation: Safety Ensure safe transportation of all BLPH components to the offshore location and carry out the installation with strict adherence to safety protocols, minimizing risks during this critical phase.
- Commissioning Expertise: As commissioning is dramatically important for the success of the BLPH, prioritize expertise and competence in commissioning processes, including testing, integration, and validation of the energy storage technologies.
- Interdisciplinary Collaboration: Foster seamless collaboration between ROSETTI's engineering and commissioning teams to facilitate smooth integration and commissioning of the BLPH, ensuring efficient operations and optimal performance.
- Quality Control and Inspection: Implement rigorous quality control and inspection procedures at every stage of the BLPH's construction, transportation, and installation to identify and rectify any deviations from the project's specifications.
- Risk Management and Contingency Planning Identify potential risks specific to the BLPH project and develop comprehensive contingency plans to mitigate these risks, safeguarding the successful commissioning and operation of the Hub.
- Documentation and Traceability Maintain meticulous documentation and traceability of all activities related to the BLPH, including design changes, procurement records, inspection reports, and commissioning procedures.
- Customer Satisfaction and Deliverables: Focus on meeting customer expectations by delivering a fully functional, reliable, and safe Base Load Power Hub within the agreed-upon timeline and budget.
- Continuous Improvement and Innovation: Emphasize a culture of continuous improvement and innovation within the BLPH project team, capturing lessons learned and using insights to enhance future projects and technological advancements.

2.3 PROJECT QUALITY PLAN MANAGEMENT

This Quality Plan (QP) is designed to fulfill the following criteria:

- Adherence to the specifications, standards, and international codes as specified in the Contract or applicable specifications.
- Meeting the requirements stipulated in the Contract, especially as set forth in the Contract itself.
- Alignment with the Rosetti Marino Corporate Quality Management System, which is implemented and certified according to the ISO 9001:2015 standard.

The preparation of the QP is the responsibility of the Project Quality Manager (PQM), with verification provided by the Corporate Head of Project Quality Management (QAM) and approval granted by the Project Manager (PM), following the RM perennial Quality Management System.

Once the internal RM approval is obtained, the Quality Plan is submitted to the Client for their review, comments, and approval.

Members of the Project Team, in addition to the Client, can propose changes and modifications to enhance the Quality Plan. These proposals must be submitted in writing to the Project Quality Manager (PQM). The

PQM will carefully evaluate each proposed change, and if it is deemed acceptable, the Quality Plan will be appropriately revised. The revised QP will then be subjected to verification by the QAM and subsequent approval by the Project Manager.

Upon obtaining internal approval, the revised Quality Plan is sent to the Client for their review and comments in the same manner as the original plan.

3 REFERENCE DOCUMENTS

Contract No. CW-I-WP4-2023-05 and all relevant Sections.

ISO 9000:	Quality management systems – Fundamentals and vocabulary;
ISO 9001:	Quality management systems – Requirements;
ISO 9004:	Quality management – Quality of an organization – Guidance to achieve sustained success.
ISO 10006:2017	Guidelines to Quality Management in Projects
ISO 10005:2018	Guidelines for Quality Plans
123A90-PML-PM-PL-001	Project Execution Plan

3.1 DEFINITIONS

The following are definitions of the terms commonly used in this PQP. The contractual list of definitions is contained in section II of the Contract.

COMPANY	CrossWind, a Shell and Eneco joint venture. The Company is registered in The Netherlands.
CONTRACT	Contract Nr. CW-I-WP4-2023-05 for the BASE LOAD POWER HUB
CONTRACTOR	Rosetti Marino Spa (abbreviate as RM),
DETAIL DESIGN	It is the phase in the engineering design process where the initial, broad conceptual design is transformed into a complete, precise, and accurate set of blueprints, diagrams, or schematics. These detailed representations will provide all the information necessary for the physical realization of the project, product, or system.
INSPECTION AND TEST PLAN (ITP)	Document, which identifies the activities to be inspected as well as specifications, methods, and acceptance criteria for monitoring and/or testing. It is synonymous with a "Quality Control Plan" (QCP)
MATERIAL	This term encompasses any item, tool, material, or supply that is acquired or utilized during the project.

PROJECT	the BASE LOAD POWER HUB for the HOLLANDSE KUST NOORD WIND PARK Project.
PROJECT QUALITY MANAGEMENT SYSTEM	The framework that outlines the processes, responsibilities, and procedures necessary to ensure the project is completed to the standards expected by COMPANY.
PROJECT REQUIREMENT	Set of requirements and provisions applicable to RM scope of work as defined in the Contract.
SUPPLIER	It refers to a company, organization, or individual that provides goods or services that are needed for the execution and completion of the project. These might include various types of equipment, machinery, raw materials, professional services, skilled labour, and more.

3.2 ABBREVIATIONS

The following are abbreviations commonly used in this PQP.

CA	Contract Administrator
CC	Cost Controller
CI	Coating Inspector
CM	Construction Manager
CMN	Commissioning Manager
COO	Chief Operating Officer
CPY	COMPANY (Crosswind)
DC	Document Controller
EXP	Expediter
HRSM	Human Resources Manager
HSEQM	HSE & Quality Manager
LD	Logistic & Warehouse Department Staff
MDR	Master Document List
MM	Material Manager
NDEP	Non-Destructive Examination Personnel
PCM	Project Control Manager
PEM	Project Engineering Manager
PHSEM	Project Health, Safety, Environmental Manager
PLP	Project Planner
PM	Project Manager
PMA	Project Manager Assistant
PPM	Project Procurement Manager
PQM	Project Quality Manager
PS	Project Specialist

PSL	Project Specialist Leader
QAM	Head of Project Quality Management
QC	Quality Control Staff
QCM	Quality Control Manager
RM	Rosetti Marino SPA

4 CONTRACTOR MANAGEMENT COMMITMENT

Contractor's Management is commitment to Quality by actively supporting the development and implementation of this Project Quality Plan.

In practical terms, this commitment involves a variety of actions and behaviors:

Leadership Communication: Written project quality policies is issued to express management commitment to quality and support for the PQP (refer to the annex 1).

Allocation of Resources: Records of resource allocation, including personnel assignments, and any special equipment or tools provided for quality assurance. Dedicated project organization chart is issued.

Involvement in PQP Development: Records of management's active participation in the development of the PQP. This includes meeting minutes, emails, and any feedback provided by management during the planning process.

Regular Reviews and Meetings: Records of meetings and reviews conducted by management to assess the progress of the PQP implementation. This includes meeting minutes, reports, and action items resulting from these reviews.

Empowering Quality Team: Evidence of the authority and resources granted to the quality team to implement the PQP effectively. This is documented in Corporate Job descriptions and official delegations of responsibility.

Training and Development: Documentation of training programs and initiatives related to quality management that were sponsored or supported by management. This includes training attendance records and feedback from participants.

Continuous Improvement Initiatives: Records of specific continuous improvement initiatives implemented because of management's commitment to quality. This includes reports on improvement projects and their outcomes.

Monitoring and Accountability: Records of monitoring activities and accountability measures put in place by management. This includes reports on quality performance metrics and actions taken to address deviations.

5 PROJECT TEAM ORGANIZATION, RESPONSIBILITIES AND DUTIES

5.1 ORGANIZATION CHART

The Contractor's Project Team and Organization structure are represented in the "Project Organization Chart," identified by reference number 123A90–PM–ORG-001.

Any modifications to the CONTRACTOR'S Project Organization during the contractual period shall be promptly communicated through the Monthly Project Management Report. In the event of changes to KEY PERSONNEL, CONTRACTOR shall provide advance written notification to COMPANY.

Upon receiving COMPANY'S acceptance of the proposed changes, CONTRACTOR will update its Organization chart and list of KEY PERSONNEL. The updated information will be shared with COMPANY to ensure complete transparency and alignment.

The issuance of an updated Organization chart and KEY PERSONNEL list after acceptance showcases CONTRACTOR's commitment to maintaining a highly qualified and capable team throughout the project duration.

5.2 HUMAN RESOURCES

The employed personnel are carefully selected, possessing a wealth of experience, qualifications, and appropriate training for their respective roles. The Contractor follows a process for personnel selection, including specialized personnel, according to the Corporate procedure PRO-HRS-01and work instructions. The Human Resources Manager spearheads this process by collecting personnel requests and coordinating closely with the PM.

During recruitment, each personnel's skills are thoroughly verified, ensuring they are a suitable fit for the Project's requirements. Additionally, an annual performance evaluation is conducted for all assigned personnel. This evaluation encompasses discussions on health, safety, environmental, and quality objectives, alongside identifying further training needs.

Regarding training, beyond the aforementioned procedure, additional training may be designated as necessary to enhance staff safety, skills, and awareness. Each entity involved defines the specific training required and keeps an updated list of trainees, ensuring that all personnel remain well-equipped to meet the project's demands effectively. Training is managed according to Corporate procedure O-HRS-3B-002.

5.3 DUTIES & RESPONSIBILITIES

The responsibilities of each function dedicated to the Project align with the well-defined responsibilities specified in Rosetti's Quality Management System, which adheres to the requirements outlined in ISO 9001:2015.

The Project Team's responsibilities are comprehensively detailed in the following matrix.

Paragraph ISO 9001:2015	Requirement ISO 9001:2015	PM	PEM	PQM	CM	PCM	PPM	HSEQ M (*)	HRSM (*)
5	Leadership	X							
6	Actions to address Risks and Opportunities	X	X	X	X	X	X		
7.1	Resources (people, infrastructures, organizational knowledge, competence, awareness, communication)	X							X
7.1.5	Monitoring and measuring resources (calibration equipment)			X	X				
7.5	Documented information (documents control and records)		X	X				X	
8.1	Operational planning and control	X	X		X	X	X		

Paragraph ISO 9001:2015	Requirement ISO 9001:2015	PM	PEM	PQM	CM	PCM	PPM	HSEQM (*)	HRSM (*)
8.2	Requirements for products and service (customer communication, determining, review and change of requirements)	X	X	X	X	X	X		
8.2.4	Design and development of products and services		X						
8.4	Control of externally provided processes, products and services						X		
8.5	Production and service provision	X	X		X		X		
8.5.1	Control of production and service provision	X	X	X	X	X	X	X	
8.5.2	Identification and traceability		X	X	X		X		
8.5.3	Property belonging to customers and external providers	X	X		X		X		
8.5.4	Products preservation				X				
8.6	Release of products and services	X		X	X		X		
8.7	Control of non-conforming products		X	X	X		X	X	
9.1.3	Analysis and evaluation	X	X	X	X	X	X	X	
9.2	Internal audits			X				X	
10.2	Corrective Actions	X	X	X	X		X	X	

Remarks (*):

HSEQM: is the RM Corporate Functional HSE & Quality Manager (not Project assigned).
HRSM: is the RM Corporate Functional Human Resources Manager (not Project assigned).
Outlined below are the primary duties and responsibilities of the RM Project Team. For a more comprehensive understanding of the responsibilities of all resources engaged in the project, detailed duties and roles are clearly defined in the RM Corporate Job Descriptions. The applicable revisions of these job descriptions are readily available upon request from the Company.

5.3.1 Project Manager (PM)

- Manage, report, and control the works in accordance with the Project Execution Plan and all other requirements of the Contract.
- Interface with the other company's contractors involved in the project.
- Coordinate internally between contractor departments involved in the project execution.
- Manage and coordinate all subcontractors and vendors providing services and/or materials for the project.
- Implement an effective Quality Management System in accordance with the requirements of the Contract.
- Implement an effective Health, Safety & Environmental Management System in accordance with the requirements of the Contract.
- Encourage cooperation within the organization and towards other functions and Group Companies.
- Attend Transfer Meeting, issue Project Organization Chart, arrange Kick-Off Meeting, and define Cost Break Down Structure with stakeholders.
- Collaborate with Project Control Manager, PEM, Project Procurement Manager, and Construction Manager for essential project plans.

- Supervise preparation of vital project documents, approve Project Quality Plan, and Inspection and Test Plans.
- Coordinate daily project activities, manage resources, resolve construction phase problems, issue procurement requisitions, handle nonconformities and concession requests, and verify safety and quality standards.
- Conduct systematic project control with Project Control Manager, issue control reports, and progress updates.
- Act as the sole interface for contract discussions, decisions, and contract review.
- Revise the initial budget and planning with the Project Control Department if significant events occur.
- Prepare Close-Out Report with Project Control Manager and forward it to the Project Management Department.

5.3.2 .Contract Administrator (CA)

- Support PM and PCM in the management of change process.
- To assure the review and the analysis of contractual documents, as well as monitor the respect of requirements, by a continuous interface with the Project Team.
- To support the Project Team in the evaluation of situations that may cause deviations from contractual provisions.
- To support the management of bank guarantees relevant to subcontracts and sub supply and the provisions analysis for their dissolution.
- To ensure support in the identification of requirements and events that give the right to return the bank guarantees provided to the COMPANY previously.
- To support, if required, the preparation of clarification requests, extra works and claim in collaboration with the Project Manager and the Project Control Manager, to evaluate them in terms of time and cost impacts.
- To guarantee the formalization of the most important contractual variations originated during Project realization, that shall be submitted for COMPANY's approval.
- To take part in the Project Close-Out Report issue, highlighting the occurred contractual deviations and the variations disclosed and approved.

5.3.3 Project Quality Manager (PQM)

- Prepare Project Quality Plan and related procedures for high-quality standards.
- Collaborate with Client and subcontractors on quality aspects aligned with project objectives.
- Verify and approve quality-related documents for compliance.
- Develop audits plan for Project Processes, subcontractors, and vendors.
- Oversee Quality Plan implementation, prompt corrective actions, and resolve nonconformities.
- Generate project quality control reports, address critical issues.

- Verify inspections and supervise quality control.
- Coordinate final testing for quality standards.
- Communicate effectively with Client Quality Representative and Inspectors.
- Ensure timely notification for witnessing specific operations and tests.
- Supervise preparation of quality records and final dossier.

5.3.4 Project Control Manager (PCM)

The Project Control Manager is responsible for ensuring a high level of project control by effectively planning, monitoring, and updating all project activities, schedules, and reports in accordance with contract specifications, company procedures, and established techniques. This involves:

- Developing and defining procedures in agreement with contract specifications and company's procedures.
- Preparing, controlling, updating, and monitoring all schedules, reports, and progress documents related to the project and subcontracting activities.
- Incorporating contract changes in the schedule and follow-up activities, and validating the progress figures and internal budget for accuracy.
- Supporting the Project Manager (PM) in monitoring project credit exposure, arranging significant meetings such as the Kick-off meeting, preparing initial plans including procurement plan, and preparing the Close-Out Report.
- Verifying progress figures for invoicing purposes, preparing invoicing documentation, proposing alternate programs, mitigation measures, and possible re-scheduling upon instruction of the PM.
- Carrying out audits to ensure the reporting progress functions as required, monitoring all identified project targets within predefined limits of the schedule, budget costs, and quality, and informing the management about its current status and expected development.
- Preparing Work Packages considering the relevant physical quantities involved, gathering the progress data to fill in Work Packages, and taking part in the most significant project meetings.

5.3.5 Project HSE Manager (PHSEM)

- Prepare and facilitate the implementation of Project HSE plans and project-specific procedures, revising them when necessary.
- Identify, evaluate risks, and propose preventive measures.
- Review and approve subcontractors' HSE plans, ensuring they comply with the Project HSE plan; conduct HSE audits and inspections for subcontractors.
- Ensure a comprehensive and effective HSE program that includes communication of hazards, preventive measures, and emergency procedures to ensure safe construction activities.
- Review and supervise the organization and implementation of HSE information and training related to site activities, e.g., toolbox talks, work permits.
- Supervise the installation of all safety and environmental protection measures.

- Ensure regular monitoring and inspections to detect potential hazards.
- Stop any work deemed dangerous or likely to imperil the health and safety of personnel.
- Perform, assist with, report, and investigate accidents, incidents, and near misses; ensure that all are properly reported and that remedial actions are implemented as a result of the investigations.
- Maintain records of all accident reports, investigations, and monitor the implementation of remedial actions.
- Participate in weekly coordination meetings with construction supervisory staff and subcontractor representatives to discuss safety.
- Conduct induction meetings for all new employees, including subcontractors.

5.3.6 Construction manager (CM)

- Defining fabrication and erection sequences in collaboration with the Project Engineering Manager (PEM).
- Preparing the Project Execution Plan with the Project Manager (PM), Project Quality Manager (PQM), Project Control Manager (PCM), and PEM.
- Periodically verifying the construction detailed program with the cooperation of the PCM.
- Ensuring compliance with HSE contractual, system, and regulatory provisions during construction, and cooperating with the company HSE function in implementing company HSE-related rules.
- Coordinating and controlling construction activities to meet HSE and Quality requirements with the Project HSE Manager (PHSEM) and PQM.
- Managing subcontracted construction activities and ensuring the coordination among prefabrication, erection, commissioning, and yard logistic for efficient and effective use of human resources and equipment.
- Verifying construction progress with the PCM, updating the PM accordingly, and keeping the PM informed about possible problems detected and proposing preventive, corrective, and improvement actions.
- Liaising with the company's yard organization and the client's organization at the yard for construction-related queries.
- Verifying subcontractors' work progress reports before PM approval and supervising the construction activities carried out by both internal staff and subcontractors.
- Providing relevant information on construction modifications to the PEM and PQM for the final "as-built" drawings.
- Supporting the PM and the PQM in solving non-conformities identified during the construction phase by proposing and carrying out suitable actions for their resolution.
- Implementing an effective Quality Management System and a Health, Safety & Environmental Management System in accordance with the contract requirements.

- Ensuring that workers employed by both the company and any subcontractor are informed and trained to carry out their jobs safely.

5.3.7 Project Engineering Manager (PEM)

- Project Design and Management

  Manage engineering scope, activities, and budget.
  Promote alternative technical solutions.
  Coordinate resources and manage relationships with external parties.
  Ensure integration with other services/departments involved in the project.
- Budget and Cost Control

  Manage global engineering budget and estimation to completion.
  Report potential budget gaps and suggest corrective actions.
- Documentation and Communication

  Manage incoming and outgoing engineering documentation.
  Coordinate document filing, communication, and transmission.
  Prepare and control project document lists and distribution matrix.
- Design Reviews and Verification

  Coordinate design reviews, verification, and validation.
  Liaise with Construction and Q-HSE Managers to ensure Q-HSE compliance.
- Construction Support

  Support the Construction Team during all phases of the project.
  Assess CLIENT documentation and define engineering requirements.
  Develop standards, procedures, and method statements for fabrication activities.
  Support in solving non-conformities during construction.
- Procurement Support

  Analyze contractual requirements and identify critical aspects.
  Support project planning, emphasizing procurement and construction requirements.
  Define critical supplies and ensure technical follow-up.
- Coordination and Collaboration

  Schedule project design reviews.
  Co-manage constructability analysis with Construction and Commissioning Managers.
  Assist in technical meetings with the CLIENT.
  Ensure interface information control between engineering and other functions.
- Problem Resolution

  Collaborate on resolving technical problems during all project phases.
  Assist in resolving major non-conformities.
- Project Execution

  Coordinate detail engineering items with executive engineering.
  Optimize materials purchasing during feasibility analyses and project execution.
- Final Documentation and Reporting

Monitor document issuance and define time recovery actions for delays.
Ensure issuance of final engineering documents.
Cooperate in preparing the Close-Out Report and Lessons Learned report.

5.3.8 Project Procurement Manager (PPM)

- Serving as the main procurement reference for the project team, managing all supply and contract-related information, and coordinating the procurement of goods and services within the assigned budget, terms, and quality levels.
- Collaborating with the Project Manager and Team in defining the procurement strategy, planning, budget, and documentation. This includes preparing the vendor list, criticality rating process, Project Procurement Plan, Subcontracting Plan, and necessary man-hours estimation.
- Acting as an interface for coordinating all procurement activities, from material requisition to delivery, proposing alternative solutions for criticalities, and supporting the Project Manager during client meetings.
- Supporting the Project Manager and Procurement Manager in managing relationships with project suppliers, compiling claims or proposals for variations, and updating the Project Procurement Plan/Subcontracting Plan.
- Monitoring the progress of the bidding phase and expediting activities, revising the Procurement & Logistic Service man-hours estimation monthly, and assisting in the compilation of the Close-Out Report.
- Improving interface management for procurement activities throughout the project, exchanging information with engineering and construction functions, and reporting procurement progress and issues to the relevant parties.

5.3.9 Expediting Coordinator

- Ensure organization, supervision, monitoring, and control of expediting activities for Project Purchase Orders as per the Schedule.
- Continuously monitor supply progress and address any reported problems to identify delays or non-conformities with agreed purchasing terms.
- Promptly inform PPM of significant deviations from the Order and/or Project Schedule, defining corrective actions with Procurement & Logistics Director's support.
- Develop and update Expediting/Inspection Plan in collaboration with Supply Management Department, arranging Specialist Inspectors' support if needed.
- Participate in Order draft preparation and Supplier KOM organization upon PPM's request.
- Check applicable MR documents and inspection/test plans from Suppliers, seeking relevant Services' approval or comments during the project.
- Inform PPM, PM, and Procurement & Logistics Director of potential delay penalties or claims due to unjustified delays or non-compliance with contract provisions.
- Ensure issuance of Release Notes and Punch List resolution upon delivery or later tests, if needed.
- Regularly perform expediting activities, including Supplier visits, in coordination with other activities.

- Supervise Expediters in requesting test notifications and notifications to Customer and CA from Suppliers.
- (Review of 'Final Dossiers' is in charge to CERT as per internal standard STD-ENG-02)Support PPM in assessing the entire supply cycle through Vendor Rating.

5.3.10 Supply Quality Lead (SQL)

- Ensure quality requirements in purchase process, support PSL and PQM in defining them.
- Assist in reviewing and implementing Suppliers' ITPs/PQPs, coordinate approval roles.
- Collaborate with Project Procurement Manager, Supply Management Manager, and Expediting Coordinator for Expediting & Inspection Plan.
- Participate in criticality rating, Kick-Off and Pre-Inspection Meetings.
- Supervise inspections with qualified QC Inspectors or Expediters for quality compliance.
- Validate Supplier documents, monitor Vendor Final Dossier progress.
- Address and resolve quality issues with Expediter/QC Inspectors.
- Involve PQM and PM for critical situations.
- Send reminders for document progress, with Expediter's assistance.
- Assist Expediter during FAT, notify outstanding issues.
- Collaborate with PQM for formalizing deviations without compromising quality.

5.3.11 Commissioning Manager

- Prepare subcontract specifications with Project Specialist Leaders for Mechanical Completion, Pre-commissioning, and Commissioning activities, defining the scope of work for different companies.
- Define commissioning activity plan and sequences, identifying necessary internal/external resources and assets to meet contractual requirements and project plan.
- Collaborate with Project Engineering Manager to identify critical supplies for Factory Acceptance Test witnessing by Commissioning Manager.
- Participate in engineering, internally developed or Client-supplied, to optimize commissioning sequences and address changes or optimizations with Project Engineering Manager and Engineering Service.
- Attend Constructability Meetings to optimize commissioning activities from early project stages, ensuring safe execution and preventing operational problems.
- Define materials list for commissioning activities and prepare purchase requests in line with the commissioning schedule.
- Support Construction Manager during Mechanical Completion, Precommissioning, and Commissioning activities, highlighting any potential criticalities.
- Keep Project Engineering Manager and/or Project Specialist Leader of the Engineering Service informed of any technical issues.

- Liaise with the Client as the main technical reference for Commissioning-related and product performance matters, collaborating with Project Quality Manager.
- Prepare Close Out Report, collaborating with Project Quality Manager and Construction Manager for Mechanical Completion, Pre-commissioning, and Commissioning sections.

6 PROCESSES AND PROCEDURES

Each function within the Project Team is responsible for implementing both Corporate and Project procedures relevant to its respective responsibilities. In the various procedures/instructions describing processes, clear links are established between different activities, corresponding responsibilities, and associated documents and records.

6.1 CORPORATE PROCEDURES

The CONTRACTOR utilizes corporate procedures, particularly for management processes, for the project. The list is provided below. In the event that the COMPANY deems that corporate procedures require revision to better align with contractual requirements, the corporate procedure is issued as a project procedure, incorporating the Company's comments:

Project Management	PRO-PMI-01 PRO-PMI-03	Project Management Change Order
Project Planning and Cost Control	O-AFC-2L-002 O-AFC-3B-018 O-AFC-3L-001 PRO-PRM-02 PRO-PRM-03	Project Planning, Scheduling and Cost Controlling Project Resources Updating Reporting Contract Master Schedule Definition Contract Master Schedule Updating
Procurement	PRO-PRO-02 O-PRO-4B-002 PRO-PRO-03 PRO-PRO-05 PRO-QMS-08	Purchase Management Materials VTS Receiving Criticality Rating Definition Expediting and Inspection Management Supply Non-Conformity Management
Handling of Supplies	PRO-PRO-06 O-PRO-4B-025 PRO-PRO-01 PRO-PRO-07	Vendors Data Book Management Management of Products supplied by Client Suppliers and Subcontractors Qualification Vendors Rating
Construction Engineering	PRO-UTI-06 IDL-ENG-10 O-ENG-4L-002 O-ENG-4B-008 O-ENG-4B-007	Engineering Process Material Requisitions Preparation E&I Construction Engineering Mark-Up Piping Construction Engineering Mark-Up Structures Construction Engineering Mark-Up
Prefabrication and Construction	O-CON-4B-003/004 O-CON-4B-011 O-PRQ-3B-003 O-PRQ-4B-002	Internal/ External Structures Prefabrication Management Piping Prefabrication Management Handling and Calibration of Equipment Welding Inspections
Product Quality Control	O-PRQ-4B-003 O-PRQ-4L-001 O-PRQ-4B-001	Handling of Inspection and Test Plans Materials Traceability Welds Traceability

Quality Management System	PRO-QMS-01 PRO-ENG-06 O-QMS-3B-003 O-QMS-3B-001 PRO-QMS-03 PRO-SGQ-12 PRO-QMS-05 PRO-QMS-06	Documents Management Vendors Documentation Management Management Review Evaluation of Client's Satisfaction Audit Permanent Measurement and Improvement Program Quality Management Non-Conformities Corrective and Preventive Actions
Human Resources	PRO-HRS-01 O-HRS-3B-002	Notice for Newly Employed Personnel Staff Training
Information Technologies	PRO-ICT-01	Information & Communication Technologies Management
Detail Design	PRO-ENG-01 IDL-ENG-01 IDL-ENG-02 IDL-ENG-03 IDL-ENG-04 IDL-ENG-05 IDL-ENG-06 IDL-ENG-07 IDL-ENG-08 IDL-ENG-09	Design control Basic data review Design review and verification Interdisciplinary verification of technical documents Management of design changes Preparation, verification and approval of technical documents Preparation and control of calculations Customer property control Software validation Design validation

6.2 PROJECT PROCEDURES AND WORK INSTRUCTIONS

The Project-specific Procedures and Work Instructions issued by the CONTRACTOR are listed in the following table.

This list may not be exhaustive since during the execution of the Project additional procedures may be issued at the request of the Company or members of the CONTRACTOR team.

Management of these documents will be conducted using the Master Document Register doc. 123A90-PML-PM-LIS-01001.

CONTRACTOR ID	TITLE
REFER TO MASTER DOCUMENT REGISTER	Baseline Schedule (Level 1,2,3)
	Pre-commissioning and commissioning procedures (All systems)
	Preservation And Cleanliness Procedure
	Chemical Cleaning Procedure
	Document Control Procedure
	Project Hse Audit Plan
	Project Hse Plan
	Inspection And Test Plan for Surface Protection
	Inspection And Test Plan Structure

CONTRACTOR ID	TITLE
	Inspection And Test Plan Piping
	Inspection And Test Plan Mechanical
	Inspection And Test Plan E&I
	Inspection And Test Plan Telecom
	Nde Operator List
	Procedure For Materials Handling, Warehousing, Storage And Preservation
	Dimensional Control And Surveying Procedure
	Piping Testing Procedure
	Interface Management plan
	Welder List - Piping
	Welder List - Structure
	Welding Book - Structure
	Welding Book - Piping
	Surface Protection Procedure
	Radiographic Examination Procedure - Structure
	Radiographic Examination Procedure - Piping
	Ultrasonic Testing Procedure - Structure
	Ultrasonic Testing Procedure - Piping
	Magnetic Particle Examination Procedure - Structure
	Magnetic Particle Examination - Piping
	Dye Penetrant Examination Procedure - Structure
	Dye Penetrant Examination Procedure - Piping
	Visual Examination Procedure - Structure
	Visual Examination Procedure - Piping
	Project Organization Chart
	Project Execution Plan
	Project Controls Plan (PCP)
	Project Vendors and Subcontractors List
	Materials and Equipment Criticality and Testing Plan and Procedure
	Procedure For Freight Handling And Shipment
	Instruction For Vendor Data Manual Preparation
	Project Audit Plan
	Project Quality Plan
	Final Dossier Procedure
	Master Document Register (Mdr)
	Project Coordination Procedure

This document undergoes an issuance cycle within EDMS Fusionlive". Its distribution is electronically controlled. Once printed shall be considered as "NOT CONTROLLED" copy

6.3 PROJECT DOCUMENTATION NUMBERING AND MANAGEMENT PROCEDURES

6.3.1 Application of Project Documentation Numbering.

Project documentation will be numbered and classified according to the following CONTRACTOR standards and procedures:

Corporate Procedure: PRO-QMS-01 Documents Management

Corporate procedure: IDL-QMS-02 Document Identification

6.3.2 Company Submissions

All documentation requiring formal submission to the Company will be processed through the Company's Electronic Document Management System (EDMS), ACONEX.

6.3.3 Contractor Documents Internal Management

For issuing, internal approval, and distribution of project documents, CONTRACTOR will utilize its Electronic Document Management System, FUSION LIVE.

The adoption of FUSION LIVE aligns with the aforementioned corporate and project-specific procedures, ensuring consistent application and compliance.

6.3.4 Identification, Classification, and Submission Procedures

The identification, classification, and submission of project documents from the CONTRACTOR to the COMPANY will be systematically carried out according to the contract requirements and the Contractor Project Document Control Procedure detailed above.

6.4 SUPPLIER DOCUMENT MANAGEMENT

Responsibilities in the CONTRACTOR internal approval and distribution of technical and quality documents of suppliers are stated in the corporate procedure PRO-ENG-06 Vendors Documentation Management.

The Engineering Group reviews the technical documents. Other documents are reviewed with the assistance of other department specialists (Quality, Health, Safety, Environment, Project Control, Finances and Administration, Welding, etc.). The purpose of this review is to ensure compliance of the Vendors documentation with regard to the project requirements.

All the Supplier documents that require Company's approval shall be submitted by the CONTRACTOR Document controller to Company for their review and shall be recorded in the Supplier Documents List/MDR.

7 ENGINEERING

7.1 DETAIL DESIGN ENGINEERING, ORGANIZATION, AND INTERFACE

Detail Design activities are conducted by an Engineering Team specifically designated for this purpose and are organized in accordance with the Project Organization Chart (ref: 123A90-PM-ORG-001). Coordination and oversight of all detail engineering disciplines fall under the authority of the Project Engineering Manager (PEM), serving as the central interface for technical communications with COMPANY and all other

stakeholders. Within each detail design discipline, a Project Specialist Lead (PSL) is designated to facilitate precise and effective execution.

7.2 ENGINEERING MANAGEMENT

The management and execution of engineering and design activities strictly follow both Corporate applicable procedures. This guiding document comprehensively details the methodologies and procedures for:

- Design Management: Governing the overall direction and coherence of design activities.
- Design Control: Implementing specific measures to assure quality and adherence to standards.
- Technical Documents Handling: Encompassing the preparation, internal verification, and formal approval of all necessary technical documents.
- Filing: The systematic filing of Project Engineering Documents and Files to ensure accessibility and compliance.

7.3 COMPANY REVIEW, VERIFICATION, AND APPROVAL OF TECHNICAL DOCUMENTS

In alignment with the documents' classification and rules stipulated in the Contract/Applicable Company Specifications, the Contractor is responsible for issuing technical documents for Company's review and approval. This process ensures that all submitted materials meet the defined criteria and align with the project's contractual obligations and client specifications.

7.4 CONSTRUCTION ENGINEERING

The CONTRACTOR Engineering Team, guided by the Project Engineering Manager (PEM), is tasked with the provision and execution of detailed design reviews for the development of construction engineering that includes:

- Engineering for Construction: Overseeing the design and planning processes tailored to the construction requirements.
- Shop Engineering: Involvement in issuing, reviewing, and approving fabrication detailed engineering, such as construction shop drawings.
- Engineering for Weighing Monitoring: Managing the mechanisms for weight control and regulation during construction.
- Engineering for Load-Out, Grillage, and Sea Fastening: Specialized engineering oversight for specific construction-related tasks.
- Engineering for installation: Planning and overseeing the installation processes in alignment with project requirements.
- Follow-on Engineering and As-Built Documentation: Ongoing engineering support and finalization of as-built records.
- This scope is systematically achieved through:
- Interfacing with Other Entities: Collaborating with internal roles like CM, PCM, or engineering subcontractors as needed.

- Control of Technical Data: Managing a smooth flow of technical data, from input and checking to approval, output, and design review.
- Control of Shop-Drawings and Modifications: Oversight of engineering changes during the construction and installation phase.
- Finalizing Technical Documentation: Collation and preparation of the final technical documents related to the project.

Any deviations from the established drawings and specifications are thoroughly managed, documented, reviewed, and distributed in line with the Project Requirements.

Technical Queries are to be formally directed to the Company using the Technical Query form (refer to 123A90-PML-PM-PRO-00003).

8 PROCUREMENT

The procurement cycle for all materials and equipment is conducted in strict accordance with the following procedure, to fulfill contractual obligations and meet COMPANY expectations:

CONTRACTOR Corporate Purchase Management Procedure: Reference PRO-PRO-02.

This procedure pertains to all purchasing activities undertaken by the CONTRACTOR.

8.1 SUPPLY CHAIN QUALITY SURVEILLANCE

RM shall engage Vendors and Subcontractors that are approved as per the provisions detailed in the contract. Management of the "Approved Vendors and Subcontractors" list will follow contractual requirements. Refer to Project Vendors and Subcontractors List nr. 123A90-PML-PRT-LIS-00001.

In cases of absolute necessity, supported by proper justification, engagement with vendors outside the approved list may be considered. In such instances, RM must:

- Assess the proposed Subcontractors thoroughly.
- Obtain the Client's prior written approval to include the Subcontractor in the approved list.
- Site visits or quality audits may be organized at Subcontractors' premises to assess capabilities and evaluate performance. COMPANY reserves the right to observe such quality audits.

The evaluation process is designed to:

- Evaluate Potential Vendors for aspects such as health, safety, environment, quality, resources, schedule, engineering, procurement, experience, financial and legal considerations, or any other aspects related to the scope of work.
- Assess Subcontractors' Involvement to determine the planned level of engagement in terms of health, safety, environment, quality, resources, and management.

These measures ensure that all procurement actions align with the overarching goals of quality, safety, efficiency, and compliance with legal and contractual obligations, with an emphasis on utilizing approved vendors whenever possible.

8.2 CRITICALITY RATING

8.2.1 Contractor Criticality Rating System

The Contractor criticality rating system is a comprehensive evaluation method that integrates technical (including complexity and operational) criticality, project procurement criticality, and safety-critical elements. This system is defined and elaborated in the following documents:

- Contractor Corporate Procedure: PRO-PRO-03 "Criticality Rating Definition"
- Instruction of Work: IDL-PRO-01 "Criticality Rating Calculation"

This procedure enables:

1. Definition of Criticality Rating: It sets the criticality rating, which subsequently determines the inspection level and surveillance activities for each scope of supply in accordance with COMPANY guidelines.
2. Risk Analysis and Collaboration: The criticality level is established by the Project Procurement Manager, based on risk analysis conducted in collaboration with the Project Team.
3. Assessment of Risks: Two main categories of risks are considered in assessing the overall criticality rating:
   - Risks arising during Operational phases.
   - Risks arising during Project phases.
4. Combination with Surveillance Requirements: These levels are then integrated with surveillance requirements to be undertaken at the supplier during periodic and/or final visits. The criticality rating serves as the basis for defining inspection levels.

The project and operational risks are further subdivided into three factors each, which are presented in the tables below:

PROJECT RISK FACTORS	
SCORE	**PR1 - Design complexity and/or maturity of technical knowledge**
1	Frequently used and well proven design with easily obtained spare parts
2	Modification of proven design with known reliability and past experience
3	Extrapolation of proven design with limited reliability data or previous experience
4	New innovative design with unproven reliability or non-code based requirements
SCORE	**PR2 - Fabrication complexity (in cycle and/or in individual procedures)**
1	Standard fabrication cycle e/o produced in large series, vendor standard
2	Limited problems of fabrication cycle with Client standard
3	Significant problems of fabrication with standard and procedures to use
4	Fabrication requiring a specific study and/or use of highly complex procedures (prototype item)
SCORE	**PR3 - Procurement and Supply complexity**
1	Off shelves" product with no delivery problems

PROJECT RISK FACTORS	
2	Short purchasing cycle and short delivery expected (e.g.: within 3 months after PO or without any significant impact on the project schedule)
3	Medium, long purchasing cycle, medium to long delivery (e.g.: from 3 to 10 months after PO or with a significant potential impact on the project schedule)
4	Long lead item (e.g.: more than 10 months delivery or with a high potential impact on the oroject schedule)
OPERATIONAL RISK FACTORS	
SCORE	**OP1 - Functional consequences on the WORK**
1	There are other units performing the same function or repair or replacement is possible without problems
2	Can cause problems but without serious consequences on availability or performance
3	Bypasses, repairs or replacements are possible but with consequences on availability or performance.
4	Results in severe consequences on availability or performance
SCORE	**OP2 - Economic consequences of malfunction (replacement or repair costs)**
1	Insignificant replacement or repair cost (e.g. below 10 k€)
2	Significant replacement or repair cost (e.g. between 10 k€ and 100 k€)
3	High replacement or repair cost (e.g. between 100 k€ and 1 000 k€)
4	Very High replacement or repair cost (e.g. above 1 000 k€)
	Note: significance of costs to be assessed considering the impact on the overall procurement budget of the Project & post-sale assistance
SCORE	**OP3 - Safety of operating personnel and environment**
1	Isolated, low risk to personnel or environment due to inherently low risk or fluid or process
2	Moderate risk to personnel or environment due to medium hazard process or fluid
3	Medium risk to personnel or environment due to hazardous fluid/process/temperature/pressure/corrosiveness. Safety in terms of explosion risk.
4	Significant risk to personnel or environment due to toxic or high inventory of hazardous fluid/process/temperature/pressure/corrosiveness. Safety in terms of explosion risk.

The three factors associated with both Project and Operational risks are analyzed and their values are summed to produce a score. This score, in turn, defines a Risk Level for either the Project or Operational side, as illustrated in the table below:

PRtot OPtot	Pr Risk Level	Op Risk Level
3	Acceptable	Acceptable
4 to 6	Minor	Moderate
7 to 9	Major	High
10 to 12	Very High	Very High

These risk levels are then processed to determine the appropriate criticality rating, as detailed in the Criticality Rating Table.

The criticality rating assessment is carried out by synthesizing both the Project risk level and the Operational risk level. The method for combining these levels is in accordance with the following table:

PROJECT RISK	OPERATIONAL RISK					
	Score		3	4-6	7-9	10-12
		Level	A	MOD	H	VH
	10-12	VH	2	2	1	1
	7-9	MAJ	3	3	2	1
	4-6	MIN	4	3	2	2
	3	A	4	4	3	2

The criticality level is defined by the index value (ranging from 1 to 4) obtained from the table.:

Criticality Index	Criticality Level/Rating
1	High Critical
2	Middle Critical
3	Low Critical
4	Not Critical

This multi-step evaluation ensures an understanding of the various risk factors and their cumulative impact on criticality. By integrating these risk components, the system enables determination of inspection and surveillance requirements tailored to the specific scope of supply and supporting risk management throughout the procurement process.

The surveillance requirements are outlined in the purchase requisition and supply specifications, following the guidelines provided in the "Suppliers Quality Surveillance" table.

LEVEL	INSPECTION	EXTENT of INSPECTION
I	Full Stage	- a Pre-inspection Meeting shall be arranged at Supplier Premises prior to start fabrication; in addition, an Audit to the Supplier QMS that may be carried out

LEVEL	INSPECTION	EXTENT of INSPECTION
(Note 1)	Inspection (Note 2)	during the product realization (the audit to Supplier QMS is mandatory only in case of supplies with critical elements from safety design point of view); - review/witnessing of source material's chemical and physical properties including metallurgical enhancement and heat-treatment and traceability to approved certification level; - verify the use of qualified welders and qualified welding procedures (if applicable); - monitor manufacturers' assembly, fabrication and erection and all prescribed tests; - check materials, material traceability, dimensions and finishes; - scrutinize manufacturers' quality assurance/quality control system; - review/audit witness of non-destructive examinations including PMI verification if required. Ensuring that personnel are qualified to perform these examinations; - witness all pressure and performance tests followed by inspection of disassembled equipment, if applicable; - review/witness all major tests required by QA/QC documents and approved ITP, including Factory Acceptance Test and/or on electrical equipment, according to applicable requirements and specifications; - final visual and dimensional inspection of equipment/item; - review of final data book package in accordance with approved index; - verify packing and marking identification; - issue the Final Release Note(s).
II	Specific Stage according to approved ITP and Final Inspection	- A Pre-inspection Meeting (note 3) may be arranged at Supplier Premises prior to start fabrication depending on kind of supply; - scrutinize material test certificates; - check at random of materials, dimensions, and finishes; - monitor and witness at specific tests and stage inspections; - check the SUPPLIERS' quality control program (ITP) is duly implemented; - witness final pressure testing and FAT and following reinstatement inspections after the test; - Carry out final visual and dimensional inspection of equipment/item; data book review in accordance with the approved index; - issue of Final Release Note(s).
III	Final Inspection	- Review all quality control records for compliance; - Witness final pressure/workshop performance testing including running tests, FAT, followed by inspection of reinstatement after testing, if required; - Final visual, dimensional inspection of equipment/item; Review data book in accordance with approved index; - Verify packing and marking identification; - Issue of Final Release Note(s).
IV	Review and approval of Manufacturer Data Book	- review and acceptance/approval of manufacturers' declaration, according to any data book requirements and the approved index.

Notes:

Note (1): The correspondence between Criticality Level and Inspection Level is recommended. Despite of calculated criticality Level, the Inspection Level may change according to the nature of the supply, the confidence of the supplier based on past performance, the standardization of the items procured, and the potential schedule impact on the project execution.

Note (2): Inspection Level I is defined as a full-stage inspection carried out progressively from the commencement of manufacturing to final acceptance related to all test activities indicated in the ITP. This does not normally mean full-time witnessed in-line inspection during product manufacturing. However, this may be required on occasions where the work program demands regular attendance of the Rosetti Marino Inspector.

Note (3): Pre-Inspection Meeting shall be arranged and held at Supplier premises prior to starting fabrication activities.

Once the process described above has been completed and the initial issue of the SUPPLY CRITICALITY RATING has been prepared, the CONTRACTOR will convene a workshop to distribute the shared version of the Criticality rating. The participants in this workshop will include representatives from the Company, Contractor's Engineering department, and Project Management Team.

8.3 VERIFICATION OF PURCHASED PRODUCTS

The product's verification is carried out by considering its criticality level for supply and the level of inspection required.

The reference document for the execution of the activity of verification of the supply is the corporate procedure Expediting & Inspection Management nr. PRO-PRO-05.

General supervision of project supplies follow-up activities is entrusted to the Expediting Coordinator, Project Engineering Manager (PEM), and Supply Quality Lead (SQL). These coordination management roles ensure continuous monitoring and swift response to any issues, working in collaboration with designated personnel from various departments.

- They utilize key documents to track and control progress, including:
- Supplier Document List (SDL): Monitors supply documentation.
- Expediting & Inspection Plan: Schedules and monitors visits.
- Expediting & Inspection Reports: Analyzes visits and identifies criticalities.
- Vendor Work Programme: Monitors the physical progress of supplies.

These roles convene regularly with the PM and Project Procurement Manager (PPM) for project Procurement Meetings, focusing on progress, potential critical issues, and required corrective actions.

9 CONSTRUCTION (FABRICATION, ERECTION)

9.1 CONSTRUCTION REQUIREMENTS

Fabrication is conducted in accordance with all relevant statutory requirements, contractual obligations, detailed drawings, and specific project specifications..

9.2 SPECIAL PROCESSES

Specialized processes, including Welding, Painting, and Coating, are detailed in specific CONTRACTOR Corporate guidelines or particular Project procedures.

CONTRACTOR's welding activities are executed according to Project Requirements, particularly through a set of specially created welding books by CONTRACTOR's scope of work. These include approved Welding Procedure Specifications (WPSs) that reference Procedure Qualification Records (PQRs) and are supplemented by appropriate procedures and work instructions.

At a minimum, CONTRACTOR anticipates the issuance of two (2) distinct welding books for their scope of work, one focusing on Structures, and the other on Piping.

All welding activities are carried out by welders who have been properly qualified. The qualification process adheres to the Project Requirements and applicable Technical Specifications, ensuring adherence to the highest standards.

Records concerning Welders' Qualifications are maintained and made readily available for COMPANY review, enhancing transparency and accountability.

Furthermore, CONTRACTOR has instituted a Welding Control/Monitoring System, which is governed by a specific procedure unique to CONTRACTOR, reinforcing the quality and oversight of welding operations.

Lastly, CONTRACTOR's Coating and Painting processes are performed in alignment with both the Project Requirements and CONTRACTOR Corporate and Project protocols. Supporting procedures and work instructions for the coating activities ensure that all actions are carried out to meet the expected quality standards.

9.3 CONTROL OF CONSTRUCTION

CONTRACTOR's Vendors and Subcontractors may establish their own inspection and test plans including quality control, records and traceability.

CONTRACTOR reviews these documents in order to check conformity with the project quality management system and project procedures.

Both contractors and vendors must make their Inspection and Test Plans (ITPs) available to the Company for review and acceptance. This must be done at least four weeks before the activities outlined in the ITP commence. The purpose is to provide the Company sufficient time to thoroughly review the plans. It also allows time for any necessary revisions or modifications to be made.

For the fabrications and erection yard activities CONTRACTOR issues the relevant inspection & test plans (ITP) according to the project quality management system and project procedures.

For this Project CONTRACTOR issues, at least, the following Inspection and Test Plans to COMPANY approval:

- Inspection and Test Plan for Surface Protection
- Inspection and Test Plan Structure
- Inspection and Test Plan Piping
- Inspection and Test Plan Insulation
- Inspection and Test Plan Mechanical
- Inspection and Test Plan E&I
- Inspection and Test Plan Telecom
- Inspection and Test Plan Safety

More ITPs can be provided if agreed upon with the Company.

For each activity, the Inspection and Test Plans shall refer to the applicable project document and the relevant reporting. They shall also include agreed intervention points of COMPANY, and, if applicable, TPI and CA.

CONTRACTOR Quality Control Team performs inspection and tests against the mandatory requirements and according to approved ITP's and issues the relevant reports.

Inspection and Test results (conformance or non-conformance) of goods, equipment or fabrication are identified and recorded through the following:

- Conformity to the applicable Specification and Project Documentation;
- Non-destructive examination reports;
- Dimensional Control Reports.
- Coating application Reports.
- Test reports (hydrotest, leak test, etc.);
- Mechanical Completion, Pre-Commissioning, Commissioning sheets and checklist (according to the Commissioning DB System).

Reports/logs are collected by the Project Quality Staff and copies are to be included in the final documentation.

9.4 NDT

Non-destructive tests (NDT) are executed in compliance with the Contract requirements, with the Technical Information and with the specific project procedures, (issued by CONTRACTOR and submitted to COMPANY approval), as listed in the Applicable Document List.

NDT testing is carried out by qualified, experienced and certified operators, under the coordination of the CONTRACTOR NDT Coordinator.

Operators' names and qualifications' references are recorded in a dedicated list. NDT operators' qualifications and certifications are made available for COMPANY verification.

NDT reports are issued and reviewed as per the applicable ITPs and relevant project procedures, then the original reports are filed in the QC Department.

Cross-reference between production log of joints / welders and NDT performed is maintained through the CONTRACTOR computerized system called "Welding Register".

Hard-copy (Print-out) of the Welding Register and of all the NDT reports are made available for COMPANY review and included in the Project Final Dossier.

9.5 CONTROL OF MEASURING & TEST EQUIPMENT

Each party responsible for inspection & testing scope maintains and makes available upon re-quest all the documentation related to the inspection, measuring & test equipment follow-up. This includes as a minimum:

- List of Equipment;
- Periodic Inspection of Equipment;
- Calibration Instructions, procedures and certificates;
- Operator's qualifications (if applicable).

9.6 MATERIAL IDENTIFICATION AND TRACEABILITY

Material Identification and Traceability is carried out according to corporate procedures and work instructions:

- MAN-COS-MM-02 Piping Traceability
- PRO-PRQ-01 Material Identification and traceability
- O-PRQ-5B-001 Management of material traceability information.pdf

The following principles are applied by CONTRACTOR:

All material shall have certification and markings capable of retaining unique identification of each item from casting point to final assembly;

CONTRACTOR implements a traceability system to trace materials, parts and components to their specific sources, according to material contractual classification, and to identify them with respective certificates (Material Traceability Records & Material Certificates);

The provision of traceability to be applied to purchase material, parts and components, is specified in the specific purchase orders;

All the records of material identification and traceability verification (Material Traceability Records) are part of the project's Final dossier.

Itemized Material (such as Equipment and Instruments) shall be identified and tagged adopting the provisions stated in contractual technical documents and specifications.

9.7 CONTRACT, PRESERVATION, HANDLING AND STORAGE OF PRODUCTS

Handling to delivery stages involves participation of CONTRACTOR, vendors and subcontractors. Each party is responsible to establish procedures and implement adequate actions. CONTRACTOR is responsible to review and verify conformity of the said procedures and / or actions in accordance with the specific requirements. The following principles apply:

- All items are stored and handled in a suitable manner which is not detrimental to their in-tended usage.
- Handling is carried out by skilled and experienced personnel authorized to use the appropriate equipment. All the equipment is subject of CONTRACTOR verification for the suitable and proper use under standard working condition.
- Chains will not be used for lifting items unless adequate protection is provided between the chain and items to be lifted.
- Storage is done in accordance with Vendor recommendations. Storage is organized in a warehouse or on Yard, based on the type of product (whether it is or is not sensitive to weather conditions);
- Storage areas enable easy access and handling.
- Packaging & preservation is in accordance with vendor procedures and procurement requirements.
- All items shall be stacked out of direct contact with the ground on bunds or wooden spaces or in a free-draining area.

- After the product is accepted, each Vendor, Subcontractor or fabrication work-shops ensures the packaging and preservation methods are in place and are adequate to guarantee the preservation and quality of the delivered product.

Detailed instructions on how to manage materials handling, warehousing, storage and preservation are contained in the project dedicated document 123A90-PML-CON-PRO-04005, PROCEDURE FOR MATERIALS HANDLING, WAREHOUSING, STORAGE AND PRESERVATION.

9.8 WEIGHT CONTROL

CONTRACTOR will perform theoretical and or physical weighing in accordance to the specific CONTRACTOR Project Weighing Calculation Report / Procedure to be issued and submitted to Company approval.

10 MECHANICAL COMPLETION, ONSHORE INTEGRATED TESTING, AND COMMISSIONING

Given the experimental nature of the project, the aspects of Mechanical Completion, onshore integrated Testing, and both On-shore and Off-shore Commissioning are of paramount importance. These stages not only represent critical milestones in the project but also guide and inform all preceding construction phases, setting the standard for quality and adherence to the project's unique requirements.

The Project Quality Team is entrusted with the task of guaranteeing that all stipulations detailed in the governing procedures are meticulously adhered to and accurately documented. To facilitate this process, the team leverages the Completions Management System (CMS) named WinPCS.

10.1 MECHANICAL COMPLETION

The Mechanical Completion phase is a crucial point in the project lifecycle. It marks the end of all facility components' mechanical construction and assembly. The primary goal during this phase is to ensure the facility is built in compliance with technical specifications and quality requirements.

Every activity within the MC is verified and documented through Inspection and Test Records (ITR), categorized by discipline. The Quality Control team undertakes the inspections detailed within these ITRs.

Upon concluding this phase for the various systems that comprise the facility, MC certificates, known as "Ready for Commissioning certificates (RFCC)," are released. These certificates mark the transition to the subsequent Onshore Commissioning phase.

10.2 ON-SHORE COMMISSIONING

Onshore Commissioning gets underway following the successful mechanical completion and testing. This phase validates the functionality and efficiency of the design, confirming that all systems are operating in alignment with the project's objectives.

Commissioning procedures, tailored to fit the specific needs of the CONTRACTOR's Scope of Work, are shared with the COMPANY. These documents present a clear roadmap, detailing steps, responsibilities, and timelines, establishing a transparent and systematic modus operandi.

10.3 ONSHORE INTEGRATED TESTING

The CONTRACTOR is responsible for executing a comprehensive, integrated testing scheme, replicating what would be the offshore demonstration period.

The initiation of Onshore Integrated Testing is dependent upon:

- Achieving Mechanical Completion and Onshore Commissioning Completion for all system(s) and their supporting counterparts.
- Conducting a Pre-Start-up Audit.
- Ensuring the external power systems for both import and export are connected, facilitating power supply to the facility, and harnessing generated energy.
- Preparing the Construction Yard for operations, which encompasses all HSSE provisions for hydrogen generation, processing, storage, and power generation.

Testing follows the protocols established in Contract SECTION XII - Performance Testing. Upon the conclusion of this testing phase, an "ONSHORE INTEGRATED TESTING COMPLETION CERTIFICATE" is granted. This certificate plays an integral role in the issuance of the "Ready for Sail Away" certificate.

10.4 OFF-SHORE COMMISSIONING

Offshore commissioning activities kick-off when:

- All requirements from the preceding phases are satisfactorily met.
- All Safety/Shutdown Systems are fully operational.
- All "punches" are definitively addressed.

The primary objective of offshore commissioning is the comprehensive integration and validation of system functionality, ensuring the platform is ready for operations.

Emphasis is placed on the final evaluations to authenticate integrated system performance and operability, ensuring each unit aligns with its design intentions.

This crucial phase is driven by dedicated procedures, which are subject to the Company's approval. At the conclusion of offshore commissioning, a "READY FOR START-UP CERTIFICATE" is issued.

10.5 REFERENCE DOCUMENTS

Details pertaining to the execution of the described activities are included in specific procedures, listed below:

CONTRACTOR ID	TITLE
123A90-PML-COM-PRO-03004	Pre-Handover maintenance procedures
123A90-PML-COM-PRO-03007	Commissioning Strategy
123A90-PML-COM-PRO-03013	Flushing and cleaning procedures
123A90-PML-COM-PRO-03019	Onshore Integrated Test procedure
123A90-PML-COM-PRO-03022	Initial offshore START-UP procedures
123A90-PML-COM-PRO-03026	Performance Test Procedure
123A90-PML-COM-PRO-03030	Punch list Management procedure
123A90-PML-COM-MAN-03033	Handover Manual
123A90-PML-COM-PRO-03036	Black Start Procedure
123A90-PML-COM-PRO-03038	Leak test procedure
123A90-PML-COM-PRO-03039	Preservation Procedure
123A90-PML-COM-PRO-03040	Commissioning procedures (All systems)

11 TECHNICAL INTEGRITY VERIFICATION AND CERTIFICATION REQUIREMENTS

Ensuring technical integrity is of paramount importance in design, procurement, fabrication, testing, and commissioning. This chapter delineates the roles and responsibilities of both CONTRACTOR and COMPANY in achieving this. Reference shall be made to Section V – Scope Description and SECTION IX – Quality Management of the CONTRACT.

11.1 COORDINATION WITH THE VERIFYING AUTHORITY (VA) APPOINTED BY THE COMPANY FOR TECHNICAL INTEGRITY VERIFICATION (TIV)

The Technical Integrity Verification (TIV) plays a pivotal role in ensuring a harmonized collaboration among all entities engaged in the equipment lifecycle, including RM, regulatory agencies/authority, notified bodies, and suppliers.

11.1.1 Responsibilities of the CONTRACTOR

The CONTRACTOR will offer comprehensive information and guidelines to the COMPANY.

By the design phase conclusion, CONTRACTOR will submit:

I. A complete list of Safety Critical Elements (SCE).

II. Defined real limits of safe operation, beyond the regular operating range, for PERMANENT WORKS.

III. Detailed preservation and maintenance protocols, clearly stating pass/fail criteria and the frequency of these checks.

IV. Procedures that outline necessary actions and their frequency to maintain equipment safety when an SCE is not operating optimally.

RM will also execute verification checks on the SCE items throughout all phases, ensuring they perform their intended functions. Reference can be made to Attachment 5 for the TIV verification spreadsheet.

11.1.2 COMPANY's Role

The COMPANY holds the responsibility for the Technical Integrity Verification of Safety Critical Elements, and for this purpose, will engage a Verification Authority (VA) for the mandatory TIV.

To support this, RM commits to:

I. Provide all engineering documentation as identified by the VA for the review of the MDR.
II. Address and action all feedback on the documentation to meet the VA's and COMPANY's standards.
III. Present all quality, inspection, and test plans to the VA, allowing identification of intervention points.
IV. Facilitate, upon mutual agreement, VA's presence at pinpointed intervention areas.

11.2 COORDINATION WITH NOTIFIED BODIES FOR EU DIRECTIVES COMPLIANCE

To maintain EU compliance within its jurisdiction, the Contractor is responsible for engaging or managing the services of a Notified Body (No.Bo.), an accredited and EU-approved third party. This engagement ensures adherence to and fulfillment of mandates from critical EU directives such as:

PED (2014/68/UE) - Pressure Equipment Directive

ATEX (2014/34/UE) - Equipment and protective systems devised for use in environments with potential explosion risks.

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12 PROJECT RISK AND OPPORTUNITIES MANAGEMENT

Project Risk and Opportunities Management is a crucial aspect that ensures the systematic identification, assessment, and handling of risks and opportunities throughout the project's duration.

This activity develops in several steps:

a) Risks and Opportunities Identification

This phase involves the methodical identification of potential risks and opportunities that may impact the project's objectives and goals. It considers both internal and external factors, utilizing tools and techniques to pinpoint areas of uncertainty that could lead to negative or positive events.

b) Risk and Opportunities Assessment:

Once identified, risks and opportunities are thoroughly assessed to understand their likelihood and potential impact. This involves quantitative and qualitative analyses, ensuring that the most significant risks are prioritized for action, and the opportunities are explored for potential maximization.

c) Response Plan and Actions

A detailed response plan is developed, outlining specific strategies and actions to either eliminate, mitigate, or maximize the identified risks and opportunities. This includes the allocation of resources, responsibilities, and timelines, ensuring a structured approach to managing uncertainties.

d) Control, Implementation, and Close Out of Actions

Continuous monitoring and control are essential to ensure that the planned actions are implemented effectively and that the responses align with the project's overall objectives. This phase involves regular reviews, adjustments, and documentation until the identified risks and opportunities are appropriately addressed.

The provisions for risks and opportunities management are outlined in CONTRACTOR's corporate procedure O-RMA-2B-001 "Project Execution R&O Management," offering a standardized framework for the process.

13 INTERFACE MANAGEMENT

Interface Management is responsible for the careful management and coordination of all external interfaces associated with the project's performance. This complex task is vital for maintaining the integrity and coherence of the project, facilitating cooperation and communication among various stakeholders.

This process involves detailed coordination among various parties, including vendors, subcontractors, and regulatory bodies, and is broken down into the following elements:

1) Defining Responsibilities: Clear delineation of responsibilities for each involved party is crucial to avoid ambiguity. The specific roles and expectations are documented, creating accountability and clarity within the project structure.
2) Communication Channels: Effective interface management requires open and clear communication channels. The Interface Management Plan , doc no. 123A90-PML-PM-PL-00021 outlines communication protocols, ensuring that relevant information is shared in a timely manner across all involved parties.
3) Alignment with Project Objectives: The Interface Procedure aligns all parties with the overall goals and requirements of the project. This ensures that everyone is working towards a common objective, enhancing cooperation and efficiency.
4) Problem Resolution: In case of conflicts or discrepancies, the Interface Procedure provides a clear mechanism for resolving issues. This may include escalation protocols, mediation procedures, or specific decision-making hierarchies.
5) Monitoring and Control: Regular reviews and audits are conducted to ensure that interface management remains effective throughout the project's lifecycle. This includes tracking performance metrics, monitoring compliance with agreed procedures, and making necessary adjustments as the project evolves.
6) Regulatory Compliance: Interface management also ensures compliance with relevant regulatory requirements. This includes legal obligations, industry standards, and any specific regulations that pertain to the project.
7) Technological Coordination: In projects involving multiple technologies or platforms, Interface Management ensures technological compatibility and seamless integration. This minimizes potential conflicts and allows for the efficient operation of the entire system.
8) Risk Management: By identifying and addressing potential interface-related risks, the project can be protected from unexpected challenges. This includes the identification of potential failure points, the development of mitigation strategies, and regular risk assessments.

9) Documentation and Reporting: Comprehensive documentation supports all aspects of interface management, facilitating transparency and traceability. Regular reports provide updates on progress, issues, and performance, contributing to informed decision-making.

In conclusion, Interface Management is a multi-faceted process that promotes seamless collaboration and alignment among various stakeholders. By providing a structured framework through the "Interface Procedure," it ensures that all parties work together efficiently, communicating clearly, and aligning their efforts with the overall project objectives.

14 CONTROL OF NON-CONFORMITIES

The control of non-conformities is a vital part of quality management, ensuring compliance with specified requirements. It includes:

1) Identification and Segregation

Any product, material, or service not conforming to specified requirements is clearly identified, and non-conforming items are segregated or clearly marked to prevent inadvertent use.

2) Deviation and Reporting

Any deviation from the Quality Plan or Quality Management System is considered a "non-conformance" or "non-conformity." CONTRACTOR will report in writing any negative impact from detected non-conformances and outline the necessary correction plan.

3) Management and Logging

CONTRACTOR manages non-conformances through corporate procedures PRO-QMS-08 "Supply Non-Conformity Management" and PRO-QMS-05"Quality Non-Conformity Management." All detected project non-conformances are logged in a specific register, allowing immediate tracking of their treatment history, including the corrections proposed and implemented.

Any instances of non-conformity will be submitted to Company for review, with particular emphasis on those cases designated with a 'Use As Is' disposition. These will be specifically presented to the Company for acceptance.

15 QUALITY RECORDS BOOKS/FINAL DOSSIER

15.1 QUALITY RECORDS BOOKS

The primary aim of maintaining quality records is to provide tangible evidence that the project's requirements have been met and that the quality management system has been effectively implemented. This includes:

- Evidence of Conformity: Quality records provide documented proof of compliance with specified requirements, including contractual obligations, regulations, and industry standards.
- Tracking Non-Conforming Items: If any non-conforming items are detected, quality records document the corrective actions taken to bring the items up to conformity. This ensures transparency and accountability in handling any discrepancies.

- Project Final Documentation: The quality records are integral to the project's final documentation, which Contractor will prepare and transmit to the COMPANY. This serves as the definitive account of the project's execution, reflecting adherence to quality standards.
- Standards and Specifications: Quality records management is conducted in accordance with the Contract and Applicable Specifications, ensuring alignment with agreed-upon guidelines and requirements.

15.2 FINAL DOCUMENTATION

The contractor is responsible for preparing all Final Documentation, adhering to the specifications outlined in the Contract and Applicable Specifications. The process includes:

- Content and Scope: The Final Documentation covers all aspects of the project, including designs, execution details, quality records, testing reports, and more. It serves as a comprehensive account of the project's planning, execution, and results.
- Final Dossier Procedure: The preparation of Final Documentation is conducted according to the "Final Dossier Procedure". This procedure outlines the specific steps, formats, and requirements for compiling and presenting the Final Documentation.
- COMPANY Approval: Once prepared, the Final Documentation is submitted to the COMPANY for approval. This ensures that it meets all stipulated requirements and accurately reflects the project's outcomes.
- Archiving and Access: The Final Documentation is archived securely, and provisions are made for access as required, ensuring long-term availability and reference.
- Legal and Regulatory Compliance: The Final Documentation also serves as a legal record, demonstrating compliance with all applicable laws, regulations, and contractual obligations.

In conclusion, both Quality Records Books and Final Documentation are important components of the project's quality management framework. They serve as tangible evidence of the project's adherence to quality standards, contractual obligations, and regulatory requirements, supporting transparency, accountability, and continuous improvement.

16 QUALITY AUDIT, REVIEWS & IMPROVEMENT

Ensuring high quality and continuous improvement is essential to the success of the project. This chapter outlines the various measures implemented to uphold these standards.

16.1 QUALITY AWARENESS PROGRAM

The Quality Awareness Program focuses on instilling a strong quality ethos among the project personnel.

The Project Quality Manager spearheads this program, aiming to ensure the staff's awareness of quality requirements stipulated in Statutory Requirements, Contract, Technical Specification, and applicable codes.

The awareness program employs toolbox talks and quality induction meetings at critical activity commencement. These aim to disseminate quality-related procedures and work instructions developed for the project.

The quality induction meetings and trainings are documented through regular reports, ensuring transparency and compliance.

16.2 CLIENT SATISFACTION

Client satisfaction monitoring is an ongoing process throughout the project and is carried out by:

- Monitoring Techniques: This includes regular meetings, CSS questionnaires, evaluation through project correspondence, and target achievement analysis.
- Special Meetings: If needed, specific meetings will be arranged to discuss any quality management problems and keep the client informed about the project's progress.

16.3 PROJECT QUALITY AUDIT PLAN

The Project Quality Audit Plan outlines the process of continuous evaluation of the Project Quality Management System.

In accordance with the Project Audit Plan, audits are scheduled in line with project progress and phases.

Audits will also specifically target those vendors and subcontractors who, as defined by criteria in paragraph 8.2, fall under a Level 1 criticality rating. Any additional audits on vendors will be agreed upon with the Company.

The Project Quality Audit Plan will be presented to and reviewed for acceptance by the Company well before starting the works.

The COMPANY reserves the right to participate in audits as an Observer or conduct independent audits, provided notice is given.

16.4 MONITORING AND REVIEWS

The project's processes are consistently monitored and reviewed through:

- Management Review Meetings: weekly internal meetings during which are discussed quality metrics and key performance indicators.
- Quality Audits: Regular audits to ensure compliance and identify areas for improvement.
- Quality KPI and Reporting: Monthly KPI reports are provided to the COMPANY for review, in line with project procedure.

16.5 CORRECTIVE AND PREVENTIVE ACTION

This involves identifying and addressing any potential threats to quality:

Identification and Actions: Situations detrimental to quality are detected early, and corrective or preventive actions are taken.

Management of Changes: Any necessary changes or actions within the Corporate Quality Management System that may arise during the Project execution, are escalated to Senior Management levels.

Corporate Procedures: CONTRACTOR's Corporate Procedure O-QMS-3B-006 governs these actions.

16.6 IMPROVEMENT

Continuous improvement is integral to the project's success.

Contractor regularly assesses the quality management system through their Corporate Procedure PRO-SGQ-12.

Suggestions for enhancement are welcomed from all project stakeholders. They are then evaluated by the PM with the support of PQM, CM, PEM and PPM, and if considered valid and such as to bring a benefit to the Project, they are implemented.

The tasks below ensure continual implementation and improvement of the management system:

Task	Target / Frequency	Action Party	Comment / Review
Auditing of PMT and site teams	As per Audit Schedule	Project Quality Manager	PROJECT Audit Schedule up-dated and issued monthly
Ensure audits are planned and conducted	As required	Project Quality Manager	Review audit schedules and reports
Summarize findings from all audits	Quarterly	Project Quality Manager	Identify trends and metrics
Project Quality Management System review	Half-yearly	Project Quality Manager	In association with QAM, HSEQM, PM and other senior managers
Review of Quality Plan	As required, at least on yearly basis	Project Quality Manager	
Monitor overall Project Quality performance and report quality metrics	Monthly (Report)	Project Quality Manager	

ATTACHMENT 1: PROJECT QUALITY POLICY

MISSION:

To deliver a superior Base Load Power Hub (BLPH) product that consistently meets the requirements and expectations of our stakeholders, while continuously improving our processes and the effectiveness of our quality management system.

Commitment:

Customer Focus: We pledge to prioritize our customers, understand their requirements, and strive to exceed their expectations with our BLPH product.

Leadership: To cultivate an environment where unity, direction, and purpose are paramount, ensuring **every team member of the BLPH project understands and embraces our quality objectives.**

Engagement: By engaging, training, and supporting our people, we believe every individual can add unique value to our project.

Process Approach: Implementing a systematic approach to processes to ensure consistent and efficient results.

Improvement: We are committed to continuous improvement of our product, processes, and quality management system.

Evidence-based Decision Making: Utilizing data-driven methodologies to ensure sound decision-making processes.

Relationship Management: Foster sustainable and mutually beneficial relationships with our suppliers, ensuring reliability in our supply chain.

Goals:

Customer Satisfaction: Strive for consistent and high levels of customer satisfaction by meeting or exceeding their requirements and expectations.

Quality & Compliance: Aim to provide a product of the highest quality, in full compliance with customer specifications, applicable regulations, and standards. Minimize the impact of non-conformities and disruptions to ensure a seamless experience for our stakeholders.

Timely Delivery: Ensure the punctual accomplishment of project milestones, emphasizing efficiency and reliability throughout the project timeline.

Rosetti Corporate Management Support:

The entire Rosetti Corporate Management is fully mobilized and committed to supporting the BLPH project team. We believe in the potential and significance of the BLPH project, and we pledge our complete resources, knowledge, and expertise to ensure the delivery of an exceptionally valid product. We recognize the importance of collaborative efforts, and we are dedicated to providing an environment where every team member feels valued, supported, and empowered to achieve excellence.

Responsibility:

It is the responsibility of every BLPH team member to understand, implement, and uphold this quality policy in their respective roles.

Massimiliano Brunelli
Project Manager

Umberto Vitali
Chief Operating Officer Energy