

Organisation | QS-18C | Delivery Methodology | Outline Supply Chain Engagement Plan

1. Your outline supply chain engagement plan shall provide, as a minimum, the content that is required for the Supply Chain Engagement Plan as stated within section S 2915 (Supply Chain) of Volume 2 Part 1 (General Requirements) of the Draft Contract.



1. BADGER's Outline Supply Chain Engagement Plan

Our Outline Supply Chain Engagement Plan (SCEP), aligned with NEC requirements, is designed to develop a **'one-team'** approach from the start. To achieve maximum value, we will promote a high-performing collaborative culture, which underpins resilient delivery, mitigates risks and maximises impact.

Our supply chain is an extension of the wider BADGER team; subject to the same procedures, expectations and opportunities to leave a lasting legacy of skills from the A303.



1.1 External Best Practice

When developing our SCEP, we have drawn upon our combined policies and procedures within the JV, to establish best practice and

achieve successful project delivery. This includes our EDI policy, Workforce Collaboration Framework and Quality Management Framework.

Our SCEP has been informed by the following external best practice:

- Project 13
- ICE Alliancing Code of Practice (Institution of Civil Engineers 2015)
- Home Safe and Well Strategy
- HSE Workplace HS&W
- Project 13 Framework (Blueprint)
- ISO44001-Registration of the A303 site and development plan
- IOSH WORK 2022 – Shaping the future of safety and health
- HSE: 'Driving at Work'
- Highways England 'Driving for Better Business'
- HSE - 'Tackling work related stress using the management standards approach'
- HSG 263 – Involving your workforce in Health and Safety
- HSG 250 – Guidance on permit to work systems
- DMRB GG 128 Incident Reporting
- Highways England AIRS

2. Selection of BADGER's Supply Chain

STAGE 1: A303 Scope Compliance

The **BADGER Supply Chain Strategy**, has adopted one of our JV partners' supply chain selection process, tailored to fit A303 requirements. To ensure compliance through our selection process, we have considered the following key references:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S2915 Supply Chain	<ul style="list-style-type: none"> Supply Chain Engagement Plan Supply Chain Selection Matrix Procurement Evaluation Process
V2P1 S1200 Subcontracting	<ul style="list-style-type: none"> Advertisements NEC4 Protocols



Annex Q Form of Novation	<ul style="list-style-type: none"> Supply Chain Selection Matrix Procurement Evaluation Process Tender Report
V2P1 S200 General Constraints on how the Contractor Provides the Works	<ul style="list-style-type: none"> CCS Ultra Site Action Plan Calendar of CCS site visits and reports Inclusion Action Plan Employment and Skills Plan Responsible Sourcing Plan
V2P1 S220 Security and identification of people and Annex C Client's personnel security procedures	<ul style="list-style-type: none"> Security Policy Framework Supply Chain Selection Process
S680 Training and Competence of Contractor's Staff	<ul style="list-style-type: none"> A303 Training and Development Plan Supply Chain Training Programme
Annex W Project Risk Register R823	<ul style="list-style-type: none"> A303 Risk Management Protocol – aligned to ISO31000
V2P5 Digital Construction Requirements	<ul style="list-style-type: none"> Supply Chain Selection Matrix Procurement Matrix Supply Chain Training and Development Plan
V2P1 S285 and Annex H Procurement through Category Purchase Agreements	<ul style="list-style-type: none"> Procurement Matrix Work Package Pricing Schedule Category Purchase Agreements
V2P8 Project Controls	<ul style="list-style-type: none"> Procurement Programme
OEMP	<ul style="list-style-type: none"> CEMP

specific design information required at this time. This schedule will be tracked for progress and outlines the timescales for tender enquiries and returns (**V2P8 3.2.13**).

Our overall approach to the establishment and management of an appropriate supply chain for the A303 is set out below:

- **Analyse** – including supplier analysis, definition and agreement of work package requirements, agreement of appropriate risk profiles, initial high level draft specifications
- **Plan** – including market analysis, benchmarking, soft market testing, agreement of key subcontractors and suppliers, agreement of the supply chain selection matrix
- **Deliver** – including detailed tender documentation, negotiations, tender evaluation, package award
- **Sustain** – including administration, performance management, lessons learned.

Cost and delivery certainty will be realised by entering into robust contracts resulting from technical and commercial tender assessments and negotiations. Subcontractors will be proactively managed using the NEC4 protocols and contract terms and conditions which include clear obligations and incentivisation. A high-performance culture will be built into the supply chain relationships through 360° feedback, and the maintaining of regular and continuous engagement through monthly Supply Chain Management Meetings.

Our supply chain will be fully integrated into the BADGER team. A collaborative approach will be implemented across the entire supply chain, aligned to **ISO44001**.

A “balanced scorecard” approach will be agreed with Highways England to identify weightings for each of the key considerations as part of the supply chain selection process. The procurement process will be underpinned by sound and effective governance arrangements, together with established systems and technology.

Monitoring, review and commercial assessment will be controlled via the workbook example shown overleaf:

STAGE 2: A303 Procurement Evaluation Process

Our **A303 Procurement Evaluation Process** reflects “best value” in terms of cost, delivery resilience and project legacy, to deliver the A303 scheme objectives. Our **Procurement Programme** will guide our procurement package needs and our **Work Package Pricing Schedule** will be produced, in line with the integrated design programme, which identifies packages for pricing along with the

PROCUREMENT PLAN PROJECT SUMMARY

(Choose project from Drop Down)

Project Start - 0
Project End - 0

Amounts in Euro Mln

Subcontracting
Materials & Permanent Systems
Services & Consultancy
Plant & Equipment
Rentals
Spare Parts
Logistics
Total

	<i>P&L</i>
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Capex

PO not in scope

[illegible]

Notes:

- Average Exchange Rate
- Without Intercompany. With Installation and Maintenance (P&L)

Example of Key A303 Long-lead items:

Our Supply Chain Strategy has engaged with the market to understand capacity for all key subcontracts (both for tendering purposes and check the market appetite for the Project). This approach will enable us to identify long-lead items requiring development and/or order placement before Notice to Proceed or shortly thereafter.

BADGER will manage the long lead items by monitoring the Procurement Programme by means of a **Procurement Tracker (V2P8-3.2.13)**. The Procurement Process for these packages will follow the same Procedure as the rest of the Procurement Packages, save for the early engagement of the supply chain for those elements identified as Long Lead items.

We have already approached the supply chain to receive feedback for this specific Project, and COVID-19 restrictions aside, the average anticipated lead times, including design & manufacturing, transport, assembly, testing & commissioning (when applicable), that have already been incorporated into the Tendered Programme, for long lead items as shown below:

	Procurement	Manufacturing Lead-in (Ex-Works)	Transport	Assembly, Testing & Commissioning
Tunnel Boring Machine (TBM)	3 months	12 months	2 months	3 months
Slurry Treatment Plant	3 months	10 months	2 months	2.5 months
Segment Plant Equipment – Moulds and Carousels	3 months	6 months	1.5 months	2.5 months



BADGER will start the procurement process following these anticipated dates and will revise this initial list and timescales as we receive further and more accurate feedback from the supply chain upon Contract Award and will incorporate the market actual (overheated) status.

Steelwork

When looking to potentially subcontract any works packages involving the fabrication/erection of new steelwork or the dismantling, modification, fabrication, refurbishment and re-erection of existing steelworks for bridgeworks, footbridges, sign gantries and other similar structures, BADGER will ensure that our chosen subcontractor is listed in 'The Register of Qualified Steelwork Contractors Scheme for Bridgeworks,' (S1205.15).

The advertisement for such steelworks will be made in accordance with **Procurement Policy Note 11/16 'Procuring Steel in Major Projects'** (S1210.2). The following information will be provided to the *Project Manager* for the use of steel in the works (S1210.8):

- Communication in relation to all steel procurements
- The value of each procurement
- Content
- Contractual arrangements
- Award criteria and evaluation methodology
- The quantity of raw steel provided by UK and non-UK supplies.

A full **tender report** will be produced for each work package (S1210.5).

STAGE 3: Integrate local-first recruitment strategy

BADGER will focus on securing a local supply chain where appropriate, in order to support Highways England to achieve its scheme benefit of '**Boosting the Local Economy**'. Our **local-first** recruitment strategy is included in our procurement evaluation process. Supporting local SMEs to bid for work in a scheme of this size is a high priority for BADGER. We must make clear the scope of works packages, as well as the opportunities and benefits involvement with the A303 will bring. We will use the '**Meet the**

A303 Team' events as an opportunity to demonstrate the following benefits:

- Experience on a nationally recognised scheme
- Barrier to engagement removal
- Training and skills development
- Local social value commitments
- Potential innovation development

We will ensure that all '**Meet the A303 Team**' events comply with the criteria detailed in **S1205.14**, supporting the **DfT's SME Action Plan** to meet its objective of '33% of all procurement spend is with SMEs by 2021/22.'

STAGE 4: Advertise and tender

BADGER will advertise any relevant subcontract in accordance with the requirements of **S1215** and **S1210**. All subcontracts will be advertised on **CompeteFor** (S1215.1) and **Contract Finder** (S1215.3). BADGER will obtain a minimum of 3 competitive written quotations for the appointment of any subcontractor or supplier for works/services with a value in excess of £10,000 (S1205.3), except as required by an operational requirement of a Category Purchase Agreement.

We are aware the market has the potential to be overheated in the area, (**Annex W R823**), therefore we will ensure our procurement evaluation matrix takes this into account. An NEC contract will be used for all subcontracts unless agreed otherwise with the *Project Manager* (S1205.7).

In order to guarantee fair access to local subcontractors and SMEs, BADGER propose **ConstructionLine** is used as a procurement site, hyperlinked to both **CompeteFor** and **Contracts Finder**. In addition, advertisements would be placed in the local press with the above-mentioned hyperlinks for further visibility. All supply chain partners will be presented to the *Project Manager* for approval.

All tenders received for work packages will be analysed by our procurement team, including any clarifying addendums. A detailed report including number, type and value of subcontractor



opportunities placed on **Contracts Finder**, will be supplied to the *Project Manager* as frequently as work packages are released and in the specified format to support full scheme evaluation targets (**\$1215.3**).

STAGE 5: Supply Chain Qualification Process

Our Supply Chain Strategy will be underpinned by our **Code of Ethics**, which dictates that suppliers are selected according to fairness and impartiality principles in line with BADGER's Inclusion Action Plan and Employment and Skills Plan (**\$253**). Selection will be made by verifying the quality, technical-professional eligibility, respect of applicable standards regarding HS&W, EDI and environmental and economic criteria.

BADGER's Supply Chain Qualification Process will lead to creation of a relevant and competitive **BADGER Approved Supplier List**. Once identified, all potential suppliers and subcontractors will be assessed in accordance with BADGER's Supplier Selection Flow-Chart (see page 7), overseen by our Supply Chain Manager in consultation with the commercial and procurement teams. Through our Supply Chain Qualification process, we will assess and analyse capability, capacity, experience and behavioural fit.

Preliminary Assessment

Preliminary Assessment involves the completion of a **Pre-appointment Questionnaire** (to include specific scheme requirements) and possibly an interview. This advance process will allow BADGER to identify skills gaps which will feed into our **A303 Training and Development Plan**. This could lead to certain supply chain leaders being invited to join one of our JV's Global Managerial Academy to support individual leadership development. In turn this approach can include local suppliers who are missing some qualification criteria (such as digital competencies) to upskill prior to final evaluation. This will then allow these new suppliers to be engaged, with *Project Manager* approval to the BADGER Approved Supplier List.

Documental Assessment

If the supplier meets the minimum requirements, they will progress to the **Documental Assessment** stage of our Supply Chain Qualification Process.

BADGER will ensure that all subcontractors are Named Suppliers (**\$1205.5**) and that they possess the following macro areas of requirements as part of our Supply Chain Qualification Process:

Activity and production classification	<ul style="list-style-type: none"> Aligned to work package and/or phase of delivery
Organisational and corporate structure	<ul style="list-style-type: none"> Capability to meet the Digital Construction Requirements Suitable insurances Where applicable, data protection measures in place Appropriate resource levels.
Registrations and Certifications	<ul style="list-style-type: none"> Membership of industry trade organisations Validity of CSCS cards or EU equivalent (\$680.6).
Economic financial data	<ul style="list-style-type: none"> Financial robustness.
Quality, environment and health, safety and wellbeing compliance	<ul style="list-style-type: none"> Suitable quality, HS&W, environmental management systems that are consistent with ISO9001, ISO450001, ISO14001, as applicable and certified where possible Awareness of welfare legislation Acceptance that management system compliance will be audited periodically by our Quality Manager Where applicable, any relevant Quality Assurance Scheme.
Social responsibility	<ul style="list-style-type: none"> Compliance with employment legislation, including EDI measures A willingness to support our social value and community measures initiatives Evidence of awareness and adherence to



	relevant and appropriate social and ethical standards <ul style="list-style-type: none"> A willingness to partake in relevant training or offer training to other members of the workforce.
Specific data for the category (where available)	<ul style="list-style-type: none"> Previous demonstratable successful performance on similar heritage projects including assessment against KPI's.

BADGER will undertake all required verification of work eligibility status of supply chain members and all security obligations as part of our Security Framework Policy (as per **Annex C**) including:

- Baseline Personnel Security Standard May 2018
- Verification of Identity
- Nationality and Immigration Status
- Employment history
- Criminal record (unspent convictions only)
- Approval for employment
- National Security Vetting

On-site Assessment

If further in-depth analysis is required, an **On-site Assessment** will be carried out to verify whether the Supplier can be added to the BADGER Approved Supplier List.

Subcontractor Appointment

We will submit the proposed contract data for each subcontract to the *Project Manager* for acceptance (**S1205.9** and **Clause 26.4**) before any Subcontractors are added to the BADGER Approved Supplier List.

Governance for our Supply Chain Selection Strategy

BADGER will fulfil all requirements of **S1200 Subcontracting**, ensuring strict governance procedures for selection including:

- Adherence to Fair Payment Terms (**S1206**)

- No deduction retention from any amount due to the subcontractor (**S1205.4**)
- Specific health, safety and wellbeing clauses (**S1100**)
- Full contact details for each subcontractor passed on to Highways England and the *Project Manager* (**S1205.5**)
- Use of an NEC form of contract (**S1205.7**) unless otherwise agreed with *Project Manager* (**S1205.8**)
- Ensuring that any subcontract is capable of being novated to a replacement contractor (**S1205.10**) unless agreed with the *Project Manager*
- Selection involving full compliance with the Public Services (Social Value) Act 2012 (**S1205.13**)
- Full compliance with **S1210.7** subcontractor selection
- Full commitment to the DfT's SME Action Plan (**S1205.14**)
- Aligning work packages to **ISO44001**
- BADGER's A303 Project Collaboration Charter.**

STAGE 6: Integration with A303 training and development plan

BADGER will analyse training requirements of each supplier as part of our selection process. We will incorporate training requirements into our **A303 Training and Development Plan**, enabling us to design and deliver a bespoke Supply Chain Training Programme (**S680**), see **Section 7**. Suppliers who bring valued experience and share our ethos, but through skills gap analysis we identify areas of improvement; we will deliver appropriate training before works commence as part of our **A303 Training and Development Plan**, for example BIM, Digital Construction or HS&W. Our Digital Lead will conduct Supply Chain Capability Assessments in terms of digital construction requirements, further embedding a digital first principle to form a high performing team. This will bring benefits aligned to the scheme objectives, including upskilling the local community, leaving a skills legacy and contributing to the local economy. Partners / Supply Chain mapping exercise conducted by the Supply Chain Manager will provide a complete understanding of the requirements of each phase of works and which partners will be joining the scheme. This will be available to all project Managers via the A303 App. (**TQ5D1.5**) managed by our Digital Lead.



3. Onboarding of BADGER's Supply Chain

STAGE 1: A303 Scope compliance

Once supply chain members have been approved and contract terms finalised, we will commence our BADGER onboarding process. To ensure our process is fully compliant, we have considered the following key references:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S2915 Supply Chain	<ul style="list-style-type: none"> Supply Chain Engagement Plan
V2P1 S2905 Leadership	<ul style="list-style-type: none"> Leadership Plan
V2P1 S295 Behaviours	<ul style="list-style-type: none"> Behaviour Maturity Plan A303 Intranet and BIP App Behavioural Training Programme
V2P1 S680 Training and Competence of Contractor's Staff	<ul style="list-style-type: none"> A303 Training and Development Plan Supply Chain Training Programme
V2P1 Annex C <i>Client's</i> Security Personnel Procedures	<ul style="list-style-type: none"> HMG BPSS Checks Security Check Records
V2P1 S252 Customer Focus	<ul style="list-style-type: none"> Behaviour Maturity Plan A303 Immersion Programme
V2P1 S1200 Subcontracting	<ul style="list-style-type: none"> Behaviour Maturity Plan A303 Immersion Programme
DAMS 6.1.21	<ul style="list-style-type: none"> CEMP
V2P7 2.3 Internal Communications Plan	<ul style="list-style-type: none"> Internal Communications Plan A303 Onboarding Programme A303 Immersion Programme A303 Intranet and A303 BIP App Behavioural Training Programme
V2P7 2.2 Community Relations Plan	<ul style="list-style-type: none"> Community Relations Plan

A303 Performance Manual and Collaborative Performance Framework

- BADGER's Performance Management Strategy
- BADGER's A303 Project Collaboration Charter
- Collaboration Capability Plan

STAGE 2: BADGER External Best Practice Guide

Incorporate external best practice (see **Section 1.1**).

STAGE 3: A303 Immersion Programme

BADGER's Supply Chain will join our **A303 Immersion Programme** to drive collaboration and establish integration of 'one-team' as part of our A303 Onboarding Programme.

The immersion programme will ensure the BADGER team, including supply chain, fully understand the size and complexity of the project as well as our standards and expectations. Facilitated by a behavioural expert, we will embed the following:

- Highways England and BADGER vision and values (**S252**)
- Culture and expected behaviours as detailed within our Leadership Plan (**S2905**) and Behaviour Maturity Plan (**S295**)
- Project aims, imperatives, benefits and key KPIs
- Internal Communication Plan (**V2P7 2.3**)
- Embedment of the Community Relations Plan (**V2P7 2.2**)
Requirements from the Community Relations Plan will be mirrored in contract conditions and performance measures.
- Aligned to Stakeholder Engagement and Communications Plan (SCEP) (**V2P7**)
- Project programme overview and key outcomes including a 3D virtual 'fly through' the scheme
- Overall construction period and key milestones
- Induction processes and workshops, including Constructive Challenge and Conflict Resolution Training workshops
- Establish mobilisation workstreams to progress development of agreed actions and processes
- Innovation workstreams
- Contact details for project queries.



The supply chain are introduced to all relevant BADGER common digital systems.

Our supply chain onboarding process will focus on the following workstreams:

- Teamwork
- An Enhanced A303 Structure
- Technology
- Shaping futures and creating knowledge
- Leading locally, engaging nationally and globally

Our Supply Chain management team will agree the performance management process with each supply chain partner, including performance targets (see **Section 5**) as part of the onboarding process (**A303 Performance Manual**).

STAGE 4: Embed Behavioural Maturity Plan (BMP)

Embedment of the BMP will begin during the immersion workshops, with a series of tailored **IBIP based workshops** to identify, model and encourage these behaviours.

Our Leadership team will lead from the top; ensuring the expected and appropriate project behaviours are evident from start, aligned to **S2905** and **S295**.

Our key supply chain (linked to main work packages) will be included in our **Behavioural Science Training Programme** which details how positive behaviours can significantly improve the HS&W of our workforce and empower them within their role. Please see **QS-18B** for further information on our Behavioural Training Programme.

Our **A303 BADGER Information Portal (BIP) App** will highlight exemplary behaviours and incentives, as part of our **Rewards and Recognition programme** for example distributing reward cards, awarding team of the week, to further embed the BMP, making it visible and relevant.

Supplier Code of Conduct

BADGER's **Supplier Code of Conduct** dictates that we will maintain strict application of the highest standards of integrity, fairness, reliability and sustainability, to ensure they form the basis of our capacity to create shared values and to establish trust with our supply chain and stakeholders. **Trust Building Training** as part of our training programmes will embed trust-based working with both our workforce and supply chain from contract award, supporting the development of a high performing '**one-team**'.

We will ask all supply chain partners to disseminate and respect our Supplier Code of Conduct and share our principles, working side by side to offer Highways England and all our stakeholders the best solutions and performances from the pre-procurement stages and throughout the entire implementation cycle of the project.

Working as 'One-Team'

As part of our onboarding process, we aim to fully integrate our supply chain and become 'one-team'. This will include:

- Shared office
- Shared meeting spaces
- Team bonding activities
- Outside events

An outcome of our immersion programme will be **BADGER's A303 Project Collaboration Charter**, setting out our shared principles, values, way of working and goals. The charter will be signed by the integrated project delivery team, being the *Client*, JV and supply chain, with a new signed variation each year to focus on the upcoming year's objectives.

STAGE 5: Implement training and development plan

Aligned to **S680**, BADGER will ensure the training and competence of all staff, including supply chain. Training and competence will be entered into our **A303 Training and Development Plan** as part of the selection process, allowing us to identify individual training requirements. A variety of compulsory training will be provided to supply chain partners on site, starting with induction training, RAMS



task briefings and toolbox talks. The A303 BIP App will provide a link to online tools to provide quick on the spot training opportunities. Supply chain partners will be invited to participate in BADGER sponsored training events.

SME Training

Offering bespoke training packages to SMEs expands their skill set, making them more employable for further projects and leaving a legacy of skills from the A303 to support scheme objectives, including economic growth and environment and community. Examples of this training will include up to date HS&W and digital construction training.

STAGE 6: Induction Programme

Personnel Security and A303 Supply Chain

BADGER will ensure all staff obtain the appropriate level of personnel security and comply with the mandatory obligations from the **Security Policy Framework**, supporting Highways England with its obligations to comply with the requirements of **Security Policy 3 (Annex C1.1)**. We will support Highways England's information systems with the undertaking of **HMG Baseline Personnel Security Standard (BPSS)** checks (**Annex C2**). All staff details will be submitted to the *Project Manager* as per **Annex C4.1**.

Site Inductions

All site operatives will undergo a **site-specific induction** before working on site. This guarantees all project-specific hazards are communicated effectively, using RAMS to highlight any particular risks.

Site inductions will also cover:

- Roles & Responsibilities for Site
- Incident Reporting
- Site H&S Procedures
- Unexpected archaeological finds (**DAMS 6.1.21**)
- Personal Protective Equipment
- First Aid Protocols

A final check will be carried out, prior to suppliers working on-site, ensuring documented evidence is obtained to confirm they meet our minimum competency requirements.

Launch workshops

Launch workshops will be arranged as we enter a new phase of the project and when new suppliers come onboard, allowing:

- Introduction of new individuals to the scheme
- Clarification of A303 deliverables and objectives
- Opportunity to ensure differing cultures and objectives are fully aligned from the outset, including BMP
- Offer NEC4 training, where relevant, so everyone has a full understanding of their obligations
- Ensure HS&W aspects are understood and adopted.

STAGE 7: Review and monitoring process

BADGER Supply Chain Management team will undertake a review of the supply chain onboarding processes, allowing for them to be continually improved. We will use feed-back, lessons learned and incorporate external best practice to make programme changes. We will also involve the *Client* and stakeholders in the review, monitoring and update of our onboarding process.

4. Engagement

STAGE 1: A303 Scope Compliance

We have considered the following key references to ensure a compliant supply chain engagement process:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S2915 Supply Chain	▪ Supply Chain Engagement Plan
V2P1 S295 Behaviours	▪ Behaviour Maturity Plan ▪ Behavioural Training Programme



V2P1 S1100 Health, Safety and Wellbeing	<ul style="list-style-type: none"> Health, Safety and Wellbeing Implementation Plan Senior Supply Chain Steering Group A303 BIP App
V2P1 S250 Considerate Constructors Scheme	<ul style="list-style-type: none"> CCS Ultra Site Action Plan Calendar of CCS site visits and reports
V2P1 S253 People Strategy	<ul style="list-style-type: none"> Employment and Skills Plan Inclusion Action Plan A303 Training and Development Plan Supply Chain Training Programme
V2P1 S680 Training and Competence of Contractor's Staff	<ul style="list-style-type: none"> A303 Training and Development Plan Supply Chain Training Programme Shared Training Opportunities
V2P1 S2900 Organisational Maturity	<ul style="list-style-type: none"> Supply Chain Engagement Plan Behaviour Maturity Plan Project Execution Plan Senior Supply Chain Steering Group
V2P1 S296 Strategic Alignment	<ul style="list-style-type: none"> StART3 Assessment Senior Supply Chain Steering Group
V2P1 S675 Continual Improvement and Annex E Continual Improvement	<ul style="list-style-type: none"> Lean Strategy/LMAT/HELMA Senior Supply Chain Steering Group
V2P1 S2705.9 Major Project Instructions	<ul style="list-style-type: none"> Supply Chain Portal

STAGE 2: BADGER External Best Practice Guide

Incorporate best practice (see **Section 1.1**).

STAGE 3: Senior Supply Chain Group

In line with the Home, Safe and Well Strategy (**S1101**) BADGER will establish a Senior Supply Chain Steering Group (**TQ5C1.1 TQ5D1.1**), led by our **Project Director**, aimed at raising industry standards, through working groups, focused on highest risk, enabling the sharing of good practice, areas for improvement and

development of innovations to raise industry standards. This will be co-ordinated by our Procurement Manager and will meet every 4 weeks, with feedback communicated to site workers via A303 BIP App. This group will feed into our **Best Practice Centre**. Our Senior Supply Chain Steering Group will lead on the development and monitoring of our Bespoke Supply Chain Training Programme.

An effectively run Senior Supply Chain Steering Group will be a natural progression of our overall Organisational Maturity (**S2900**) and will become part of our Strategic Alignment (StART 3 Assessment) Process (**S296**) and Continual Improvement Process (**S675**). We will use the Senior Supply Chain Steering Group to drive our Considerate Constructor's Ultra Site status (**S250**).

STAGE 4: Early Contractor Involvement (ECI)

We will engage key supply chain partners during the design phase to leverage unique benefits of their expertise and eliminate design risk, reducing design costs incurred through changes later in the process. They will review samples and mock-ups, allowing us to test design options with specialist suppliers. Input from ECI will be obtained from the Highways England Category Suppliers during the development stage of the work (**Annex H**).

ECI will enable us to plan more efficiently for the appointment, training and retention of personnel required during the construction stage and provide greater opportunities to support stakeholder engagement as 'one-team.'

During the first six months of the pre-construction phase, BADGER will work with selected subcontractors to maximise opportunities to contribute to the **Target Value Design** process, creating tangible efficiencies during design development, including:

- Key plans
- Policies
- Procedures
- Improving the HS&W of our workforce, minimising AFR
- Risk assessment and method statements (RAMS)
- Budgeting, ensuring efficiency
- Planning for mitigating programme constraints



- Pre-fabrication and Off-site construction opportunities
- Logistical solutions
- CDM Compliance (**S1108**)
- Sequencing of works and the construction processes
- Capture innovation

STAGE 5: Shared Training Opportunities

BADGER intend to tap into the existing expertise within the supply chain, especially those already familiar with Highways England's methods. Shared training opportunities will be integrated within our A303 Training and Development Plan, our Supply Chain Training Programme (**S680**) and in alignment with our ESP and IAP (**S253**) and StART 3 Assessment Process (**S296**). Please refer to **QS-18A** for full details on how StART 3 influences our processes. For example:

- Match up training requirements across supply chain members allowing joint training sessions
- Promote joint inspection practices to remove role duplication and achieve efficiency savings
- Staff rotation to share skills and raise standards
- Use willing supply chain members to run training
- Use of TBM manufacturer's specialists on site for training opportunities
- Look for opportunities to second people within the supply chain for to optimise skills training.

STAGE 6: Satisfaction Surveys

BADGER will utilise satisfaction surveys and 360° reviews to ensure our Supply Chain are engaged throughout the A303 project. The A303 BIP App will be used to share common themes and conduct regular anonymous mood surveys.

5. Management of the Supply Chain

STAGE 1: A303 Scope Compliance

We have considered the following key references to ensure a compliant supply chain management process:

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V2P1 S2915 Supply Chain	<ul style="list-style-type: none"> Supply Chain Engagement Plan
V2P1 S295 Behaviours	<ul style="list-style-type: none"> Behaviour Maturity Plan Behavioural Training Programme
V2P1 S2900 Organisational Maturity	<ul style="list-style-type: none"> Leadership Plan Behaviour Maturity Plan Project Execution Plan
V2P1 S1200 Subcontracting	<ul style="list-style-type: none"> BADGER's Performance Management Strategy Supply Chain Management System
V2P1 S1100 Health, Safety and Wellbeing	<ul style="list-style-type: none"> Health, Safety and Wellbeing Implementation Plan Health, Safety and Management System Supplier Code of Conduct
V2P1 S600 Quality Management, S255 Project Control Framework and A303 Performance Manual and CPF	<ul style="list-style-type: none"> Construction Quality Plan Quality Management System Manuals ISO44001 Principles BADGER's Performance Management Strategy BADGER's A303 Project Collaboration Charter Supply Chain Management System
V2P1 S1108 CDM Compliance	<ul style="list-style-type: none"> Quality Management System Manuals
V2P1 S296 Strategic Alignment	<ul style="list-style-type: none"> StART3 Assessment
V2P1 Annex E Continual Improvement	<ul style="list-style-type: none"> BADGER's Performance Management Strategy Supply Chain Management System
V2P1 S253.21 Reporting	<ul style="list-style-type: none"> Training report Supply Chain Training and Development Plan
V2P1 S835 Data collection system	<ul style="list-style-type: none"> As per QS-14C



STAGE 2: BADGER External Best Practice Guide

Incorporate best practice (see **Section 1.1**).

STAGE 3: Embedment of Supply Chain

In line with **NEC4 Clause 26.1**, BADGER processes will ensure we provide the works seamlessly, as if subcontractors had not been used. The seamless embedment of our supply chain that commences as part of our A303 Onboarding and A303 Immersion Programmes will continue throughout the project with the use of: weekly co-ordination meetings with the relevant construction manager, toolbox talks, A303 BIP App and review meetings.

STAGE 4: Agree Performance Targets

Our Procurement Team will manage and monitor all supply chain relationships and performance. Our **Procurement Manager** brings experience working on similar major civils projects across the globe.

The **A303 Performance Manual** provides the framework for how the performance of our workforce is monitored, assessed and incentivised. We will align our Supply Chain Performance Management Targets with the A303 Performance Manual.

BADGER's Performance Management Strategy will be in alignment with our Organisational Maturity (**S2900**), ensuring our workforce is targeted to improve their knowledge and skill level, resulting in a genuine skills legacy from the A303.

As part of the onboarding process, the Supply Chain Manager will agree performance targets with each supply chain partner, to be reviewed, in line with the SSPMs and the CPF, with evidence gathered from our inspection and monitoring schedule. Our Performance Management Strategy will include:

- 360° performance reviews with the Leadership Team/Client
- Mentoring, coaching, training and celebrating successes
- Training provided for skills gaps to develop positive behaviours
- Sharing of our StART 3 process with supply chain (**S296**)

- Lean assessments with Tier 1 subcontractors (linked to main work packages) as a minimum on an annual basis with SLCA's undertaken and related scores provided to the *Client*, if requested (**Annex E**).

BADGER will undertake all subcontractor management processes in a manner that is compatible with and supports the *Client* in its obligations to comply with the Public Services (Social Value) Act 2012 and any guidance as if the Act applies (**S1205.13**).

STAGE 5: Integration with BADGER Quality Management Plan

As part of our Quality Management System, BADGER will comply with and operate the following management systems (**S605.1**) ensuring our supply chain meet the same standards:

- H&S Management System: **ISO45001**
- Quality Management System: **ISO9001** and **CEN/TS 16880**
- Environmental Management System: **ISO14001**
- Collaboration Framework: **ISO44001**
- Information Management System: **ISO19650**
- Risk Management System: **ISO31000**.

In addition, all supply chain will be asked to:

- Undertake all BADGER Procedures
- Operate in full respect of BADGER's Quality policies
- Check and constantly oversee the respect of applicable contractual requirements by their personnel and by their own suppliers
- Reduce to a minimum any non-conformities and the potential complaints deriving from their direct activities and those of their own suppliers
- Promote initiatives that contribute to the continuous improvement of the production processes and quality performances.

Tier 1 major work packages and specialist supply chain will be required to submit a **Quality Plan** for their operations to BADGER's **Quality Manager (QM)**, who supports our Supply Chain Manager, prior to commencement on site. Any issues with this Quality Plan



will be discussed in conjunction with the subcontractor, and solutions and mitigation actions integrated into the plan to support monitoring and performance. The **Supplier Quality Plans** will include the following as a minimum:

- Definition of the product or service to be provided
- The organisation of the supplier, describing the line of command, the name of the senior manager responsible for the contracted work and the name of the supplier's on-site management representative including all contact details
- Identification of the relevant parts of the Supplier's Quality Manual relevant to the product or service being provided
- The control of personnel selection including special requirements for skilled personnel, training of operatives, competence requirements etc.
- Specific Procedures for the following:
 - Receipt and examination certificates of conformity and test results for purchased products
 - Product identification and traceability
 - Handling, storage, packaging and delivery to site and storage and handling on site
 - Quality records such as method statements, work areas completion certificates and inspection and testing.

Integrating our supply chain into BADGER Quality Management Plan, will ensure our subcontractors (at any stage of remoteness for the *Client*), identified as CDM duty holders, comply with CDM 2015 when discharging their duties (**S1108**).

BADGER will grant access at any time within working hours, to any place where it or any subcontractor, (at any stage of remoteness from the *Contractor*), carries out any work that relates to the contract, to allow the *Project Manager* to carry out audits, to inspect work and materials, and generally to investigate whether the *Contractor* is Providing the Works in accordance with the contract including the Quality Plan (**S660**).

As part of our Quality Management, we will incorporate aspects of the Considerate Constructors Scheme with our supply chain partners to facilitate Ultra Site Status (**S250**).

STAGE 6: Inspection and Test Programmes

Except where otherwise directed, all materials, workmanship, designs and assessments will comply with the *Client's* standards and procedures as stated in section S2705 (**S620.1**).

In line with **NEC4 Clause 26.1**, BADGER processes will ensure we provide the works seamlessly, as if subcontractors had not been used. This level of performance will be maintained due to our robust management procedures that all subcontractors adhere to.

Project Quality Control on Site

Aligned to **S600**, we will use BADGER's **Project Quality Control** (PQC) on site procedures with our supply chain as part of our inspection and test programme. The PQC process will be the responsibility of the **QM** and involves the following phases:

- **Planning** - resources planning, activities coordination, preparation of relevant documentation, checking of measuring equipment
- **Quality Control during Construction** - execution of quality control activities, including preliminary checks, validation of special processes, control of materials, monitoring of subcontractors' quality-related activities, monitoring and inspections' management
- **Quality Controls Results** - management of the control activities output to ascertain the compliance to the requirements, preparation and review of certificates, test reports, lab reports, management of non-conformities
- **Recording of Quality Control Activities** - collecting all quality documents and records for the Project substantial completion, preparation of the final Quality Plan and submission to Highways England
- **Improvement** - set of activities aimed at increasing the capability to satisfy quality requirements in terms of work



process efficiency and effectiveness, and achieve planned results through the monitoring of quality control activities, data collection and sharing of lessons learned.

In line with the requirements of the PQC, the QM, supported by the competent Discipline Responsible (e.g. Construction Manager, Design Manager, Plant and Equipment Manager, etc.) will ensure that all quality controlled activities are regularly performed by:

- Assessment and approval of quality control personnel
- Coordination of the quality control team and with the subcontractors' quality team
- Preparation and review of the Inspection and Test Plans (including those from subcontractors and suppliers)
- Implementation of the Inspection and Test Plans
- Evaluation and recording of inspection results, along with the preparation of certificates
- Review and assessment of the procedures regarding special processes' qualification, including the verification of personnel competencies (i.e. qualification) carrying out special processes (e.g. waterproofing, welding, non-destructive tests, technological tests, etc.)
- Correct receipt, storage, conservation and handling of project materials products and equipment
- Verification of the correct identification and traceability of materials and products
- Implementation of the inspection notification process
- Controlling the measuring and testing equipment calibration status prior to inspection activities
- Definition and implementation of the site nonconformity management process
- Scheduling and attending QC meetings with QC team
- Preparation of the Site Project Quality Management Report
- Preparation of the Monthly Site Report sections pertaining to Quality as per *Client's* request.

The QM, with the support of the Construction / Site Manager, will ensure that each subcontractor submits a biweekly schedule to be

updated and delivered on a weekly basis for all inspection activities to be carried out in this period. BADGER will keep a controlled version of the quality plan available for inspection at all times by the *Client*, the *Project Manager*, the *Supervisor* and their representatives (**S610.4**).

HS&W

BADGER will ensure that all subcontractors (at any stage of remoteness from the *Client*) comply with the *Contractor's* Health and Safety Management System (**S1102.3**). We will onboard our supply chain partners with our HS&W Implementation Plan (see **QS-16A**), which is supported by our Code of Conduct.

BADGER will look at both leading and lagging indicators (page 16) on a periodic basis as part of our assessment on HS&W performance of our supply chain. This will help us to identify potential improvements, provide feedback on system effectiveness and set realistic future targets, whilst continually improving the BADGER Quality Management System and enhancing Quality performance.

Data will be presented as performance trends which will be reviewed by BADGER leaders and managers. These may require:

- A refocus of management practices
- Further assessments to understand the root cause of the trend
- Improvement to Quality Management System standards or new Quality interventions.

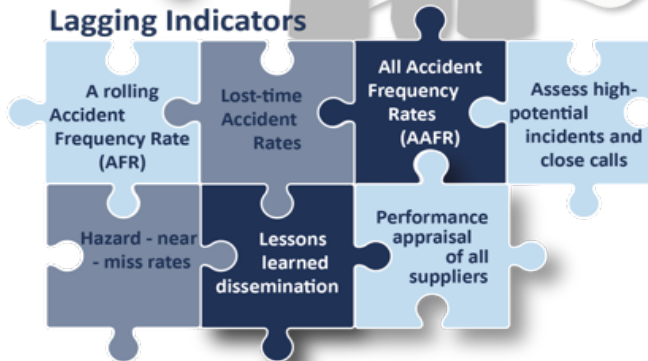
Actions arising from the reviews will be assigned to the responsible manager and tracked to completion.



Leading Indicators



Lagging Indicators



STAGE 7: Performance Reports and Review Procedures

Performance Reports

Openness and transparency are the behaviours which underpin our monitoring and evaluation of supply chain performance processes supporting our '**Right First Time**' ethos.

As part of our engagement workstream, BADGER's '**no blame**' culture will be engendered with the supply chain to ensure effective management and reporting (**S295**). The entire team, including *Client* representatives, will have full access to our feedback systems and are invited to join our A303 Open Forums/Feedback workshops. Our automated reports will allow teams to be Lean and management data to be readily available at any time to all project members.

Our **Inspection, Monitoring and Reporting Procedures** will be shared with all suppliers during our onboarding processes, aligned to the **A303 Performance Manual (S670)** and Reporting (**S253.21**).

On time information reporting, fully automated where possible, will be required from the supply chain, and is constructed to be appropriate to the size/complexity of their particular work package.

Innovative reporting methods will be employed; for example, the site teams will use our digital site monitoring software to record subcontractor progress, safety, quality and other data directly into a tablet using a pre-defined standard data structure agreed with Highways England. This will lead to potential upskilling of the supply chain by discussing progress and potential improvements.

Review Procedures

Quality performance will be managed as part of the supply chain performance review and will include:

- Verification of the subcontractors QMS and the compilation of a quality bridging document where necessary
- Development of Quality Charter before starting works
- Completion of pre and post mobilisation audits.

We will hold post-project involvement 360° reviews to assess performance for lessons learned and continuous improvement, as part of our project-legacy and helping local supply chain to make long-term improvements.

STAGE 8: Non-conformance Procedures

In the unlikely event of an underperforming subcontractor, a **Performance Improvement Plan** will be implemented with the organisation. Each plan will be a live document encompassing:

- Engagement Plan to understand the nature / cause of the issue
- Regular review of service delivery targets against NEC4 specifics
- Links into our Supply Chain Database to enable cross-comparison of performance, highlighting trends and capturing best practice



- 360° feedback to maximise supplier opportunities, drive efficiency savings and add value.

Support will be provided to help resolve the issue, for example, supplementing labour or purchasing materials on their behalf. Repeated poor performance will see a supply chain member removed from the project and personnel removed where behaviours do not align with project requirements (**Clause 24.2 conditions of contract**).

6. Health, Safety and Wellbeing (HS&W)

STAGE 1: A303 Scope Compliance

HS&W for BADGER means more than compliance; it is about doing everything we can to ensure the health, safety and wellbeing of the BADGER team, including supply chain. Compliance must, however, form the basis of any HS&W plan in order to instil clear expectations for all, and to support our **zero-harm approach**:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S2915 Supply Chain	<ul style="list-style-type: none"> Supply Chain Engagement Plan
V2P1 S1100 Health, Safety and Wellbeing	<ul style="list-style-type: none"> HS&W Implementation Plan HS&W File A303 BIP App Code of Conduct Whistle-blowing Procedure HS&W Training Programme Workforce Collaboration Framework
V2P1 S295 Behaviours	<ul style="list-style-type: none"> Behaviour Maturity Plan Behavioural Training Programme A303 BIP App
V2P1 S296 Strategic Alignment	<ul style="list-style-type: none"> StART3 Assessment
V2P1 S253 and Annex G Inclusion Action Plan	<ul style="list-style-type: none"> Inclusion Action Plan

	<ul style="list-style-type: none"> BADGER's A303 Project Collaboration Charter
V2P1 S229 Discrimination, bullying and harassment	<ul style="list-style-type: none"> Code of Ethics
V2P1 Annex W Project Risk Register	<ul style="list-style-type: none"> Risk Register
V2P5 Digital Construction Requirements	<ul style="list-style-type: none"> ISO45001 Principles AirsWEB 2 for HS&W Incident Reporting
A303 Performance Manual	<ul style="list-style-type: none"> SSPM 1.3 Workforce Wellbeing Score

STAGE 2: BADGER External Best Practice Guide

Incorporate best practice (see **Section 1.1**).

STAGE 3: Integrate HS&W Implementation Plan

Our 'one-team' ethos expects BADGER's HS&W values and principles to apply to all members of our workforce, including supply chain, ensuring they comply with our Health and Safety Management System (**S1102.3**). Please see **QS-16A** for our full HS&W Implementation Plan.

We will invest significant time and resources reviewing the HS&W competence of our supply chain prior to appointment, linked to the scope of works. ECI and our onboarding process will allow the opportunity to integrate the expertise of our supply chain into our HS&W Implementation Plan; using every opportunity to share knowledge across the A303 site, throughout the life of the project.

We will focus on mitigation and avoidance as our cornerstones, whilst promoting positive HS&W actions to underpin our HS&W Implementation Plan. We will expect our BADGER Supply Chain to:

- Operate in full respect of BADGER's Health and Safety policies
- Adopt and implement an Occupational Health and Safety Management System compliant with **ISO45001**



- Reduce workplace accidents and incidents to a minimum and encouraging the adoption of responsible and safe behaviours through appropriate awareness-raising, information, training and education programmes for workers
- AirsWeb 2** is used for Health & Safety Incident Reporting in accordance with the requirements of Volume 2 Part 1 (General Requirements) of the contract (**V2P5 3.6**).

The graphic on the right details the HS&W Actions BADGER will be put in place with our supply chain.

Supply Chain HS&W Onboarding

BADGER will embed the 6 pillars of **Highways England's 'Home, Safe & Well' Strategy** as the foundation for our supply chain HS&W onboarding process.



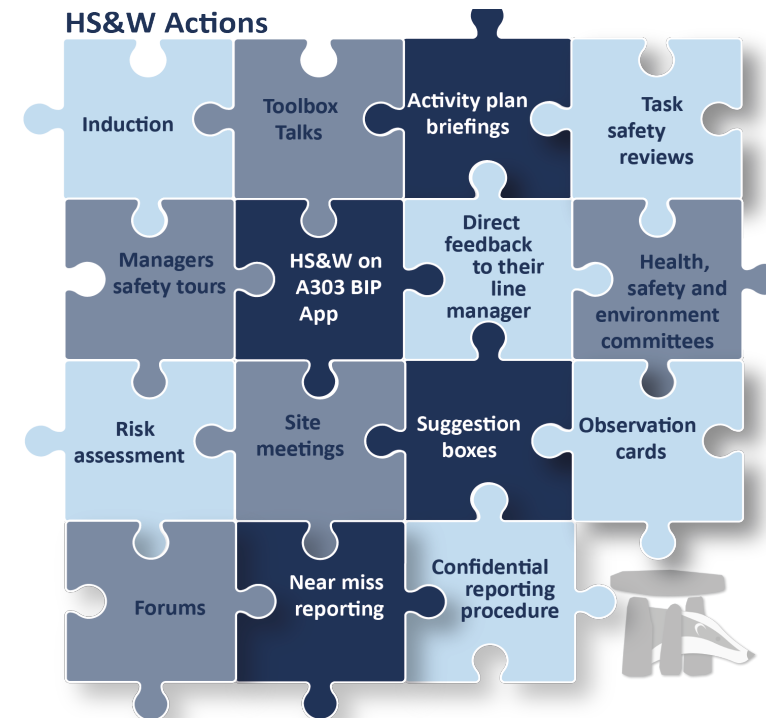
On large sites, like that of the A303, thorough understanding of the site, hazardous areas, location of welfare, muster points and additional key information is essential for a safe induction.

For the A303, we will use **3D animated site inductions**, to clearly communicate all the information and locations site personnel need to be aware of before starting work and at the start of each new phase. Using virtual reality will allow training to commence prior to people arriving on site. Our use of such tools will dramatically improve health and safety, reduces induction time and engages our workforce.

Induction

As part of our HS&W induction, we will promote self-regulation and ensure that our supply chain feel empowered to speak out about

unsafe practices. We will ensure they know how to communicate their concerns regarding on-site safety issues, with feedback provided through meeting notes on notice boards, toolbox talks and **Health and Safety Committees**.



Our H&S Manager will invite all employees, including supply chain, to discuss matters that may be impacting their health and safety, the environment and other aspects of their work. Aligned to **SSPM1.3**, our supply chain will have the opportunity to give anonymous feedback via online employee surveys in relation to BADGER's HS&W performance. On site **Operatives' Information Cards** will be issued, supplemented with specific advice on topics such as buried services and Weils disease, which are also contained on the **A303 BIP App**. Regular drills to reinforce the actions set out in our emergency and disaster plans will also be planned for.



STAGE 4: RAMS

Each construction phase of a particular will have its own Risk Management Plan detailing specific risks for plant and operative interfaces. Our initial action, under our HS&W Manager, with our designers and key supply chain members, will be to consult **Annex W** for any relevant specific risks. Following this, we will undergo identification and categorisation of risk activities. Possible high-risk activities for our supply chain workforce would include:

- Bridge construction
- Works in or near water
- Buried services
- COVID-19 implications
- Working in a tunnel environment
- Open excavations
- Live traffic
- Working at height
- Working hours
- People, plant and vehicle interface.

BADGER will implement a risk assessment, method statement production and briefing process (**S1107.1**), creating bespoke Risk Assessment Method Statements with each Supplier or Sub-contractor on-site. We will incorporate risks identified on similar previous schemes, including mitigations and lessons learned. These will be available for *Project Manager's* review and comment in accordance with the agreed schedule, unless otherwise agreed with the *Project Manager* (**S1107.4**). **Project Data Analytics** will be used for risk identification including health and safety risks (**V2P5 3.8**). See **QS-14C** for further detail.

Aligned to **S1107.6**, we will operate a permit to work process for the following activities, as a minimum with our supply chain:

- Piling and any works that involve vibration
- Unexploded ordnance (UXO)
- Entry to confined spaces
- Excavations within close proximity to utilities
- Hot works
- Electrical works, including work on live services
- Temporary works
- Contaminated land
- Use of cartridge tools.

Furthermore, each individual involved will be able to call attention on any specific risks that arise during day-to-day activities. All workforce will have the right to intervene and suspend the activities if there is a health and safety concern. This is typically the “bottom-up” approach; new items will be recorded in a dedicated Report, added to Project Documents, sent to Highways England and distributed to the team (for example, Monthly Report).

STAGE 5: HS&W Training

Our supply chain selection process will gather HS&W strengths and areas for improvement. This information will feed into our A303 Immersion Programme, which feeds into our HS&W Training Programme and the progression of our HSMM. At the core of this programme will be a safety training matrix that identifies job roles and the safety training that is mandatory or recommended for each role; this will be updated regularly. Individual site managers will manage and update a subsidiary training matrix.

Our **HS&W Ongoing Leaders Training Programme**, including key supply chain partners, will be a strategy for individual development in HS&W. Potential HS&W leaders will be identified on appointment and throughout the performance management process. They will be offered training and opportunities for skill and qualification enhancement, developing future HS&W leaders to act as role models and champions of change. Our **HS&W Champions** will provide additional benefit of a HS&W skilled personnel on site.

In addition to individual training programmes, project safety managers and advisors will provide on-site safety training for all levels of employees and subcontractors.

All new starters will be allocated a defined mentor who remains their first point of contact for the duration of the scheme. The mentor will be responsible for leading all onboarding and induction programmes and undertaking regular check-ups on scheme understanding, workload and wellbeing.

Our supply chain, where appropriate, will be encouraged to deliver HS&W training, reinforcing that our expectations are for the



BADGER team to work as one. BADGER will submit health and safety information to the *Project Manager* including inductions, training, equipment inspection and testing records and safe systems of work (including site briefings to be available for inspection upon request) (**S1106.6**).

STAGE 6: Welfare Requirements

BADGER will confirm to the *Project Manager* that high quality welfare facilities are in place prior to commencement of construction activities (**S1108.5**) and will ensure compliance by the relevant subcontractor with welfare legislation (such as CDM 2015) as part of our selection process (**S1210.7**). All supply chain members will be automatically given the same access and facilities as BADGER's own workforce.

STAGE 7: Embedding behaviours

BADGER will promote the adoption of good practices of social responsibility and protection of human rights among its suppliers and subcontractors. All supply chain members must accept our **Code of Ethics** and our **Suppliers' Code of Conduct**, containing specific commitments in relation to human rights and constituting an integral part of the contractual relationship. BADGER's **Code of Ethics** is a tool designed to safeguard, guarantee and protect our assets and reputation and is aligned to **S229**, and we'll ensure any subcontract contains provisions to the same effect as this section.

We will do this through our onboarding process, where specific communication and training activities will make its contents easily applicable in everyday working life by all interested parties. We will encourage any violation to be duly communicated to the relevant department through our whistle-blowing procedures to our Whistle-blowing Reporting Unit. We adopt a "zero tolerance" policy towards any form of corruption and always abide by Anti-Corruption regulations in force within UK.

BADGER will guarantee working conditions that:

- Respect personal dignity
- Safeguard all our workers
- Prohibit any behaviour that discriminates/damages a person

BADGER will ensure that any subcontract contains provisions to sign up to BADGER's Code of Conduct, aligned with **S214**.

Each operating unit must control and monitor the respect of the welfare requirements by subcontractors, performing periodic visits to the sites in which the respective personnel are employed/accommodated and agreeing appropriate improvement plans where necessary. For sensitive local contexts, subcontractors and their staff must be involved in awareness-raising activities (e.g. information and/or training sessions). Alcoholic substances or drugs during work hours and in the workplace will also always be forbidden, detailed in our Drugs and Alcohol Plan (**S1103.2**).

Wellbeing

Due to current circumstances, now more than ever, mental health is a major concern amongst all trades, and the wellbeing of our workforce, including supply chain is of paramount importance to us. The environments in which we work can be dangerous, especially to those who may be struggling with their mental health, for example the increased likelihood of simple mistakes, causing harm to themselves and those around them. Our approach to ensuring the well-being of site-based operatives will include:

- **Wellbeing Workshops:** Lead by our qualified Occupational Health Nurse to address stress, fatigue, smoking and nutrition.
- **Proactive leadership:** a no-blame culture, encouraging teams to raise concerns as they develop
- **Mental Health First Aiders/ Champions:** Trained in identifying warning signs and signposting professional support
- **Local Accommodation:** We propose to gain attractive commercial agreements with local property agents for long term accommodation with cost savings passed to these personnel. In addition, a workforce bus will be provided to support travel to and from site, based on shift patterns, reducing parking
- **Flexible working:** Accommodates individuals returning from Maternity or Paternity leave, those with military status or caring responsibilities and any religious/faith considerations



- **Continual Professional Development:** Annual reviews, long-term development opportunities, promoting wellbeing
- **Commitment to Mates in Mind:** using their champions to provide support and training based around general awareness and stigmas, removing barriers
- **Mental health awareness** for site managers and line managers
- **Commitment to Time to Talk / Time-to-Change:** with a focus on this year's commitment of, 'The power of small' supporting the development of Time to Talk champions on site.

We will ensure we receive all relevant medical information regarding individual employees and issue personal QR codes, allowing rapid identification of any medical problem and necessary action required.

STAGE 8: A303 BIP App for Supply Chain

The A303 BIP App will provide a confidential forum for the reporting of HS&W concerns, to be dealt with by the most appropriate leader, with transparent reporting of required actions. (see **QS-14C** for further detail). We will provide Integration of H&S management systems into the CDE through API. This will guarantee the automated exchange of Data to E-CDE and Data Hub. The A303 BIP App will be a significant part of our Information Portal, providing access in mobility and desktop, granting accessibility to engage and align team members, outline procedures and processes, providing anonymous online surveys, HS&W information and training modules. The HS&W section will allow communication of:

- General HS&W information
- Site specific HS&W messages
- Specific advice on risks i.e. buried services, Weils disease etc.
- Feedback from monthly leadership site visits.

The A303 BIP App will have different levels of access for each tier of subcontractor, though supply chain functions will allow access to; team details, contact details, HS&W information, team of the week/rewards programme, ability to search for location of nearest toilets/prayer room, meal-times and social activities.

STAGE 9: Integrate Supply Chain into Workforce HS&W Forums

BADGER will use our **A303 Project Collaboration Charter** to form workforce HS&W councils/forums providing the opportunity to engage our supply chain in StART 3 assessment process (**S296**).

The development of **HS&W Best Practice Hubs** will focus on the supply chain in relation to inputs and outputs, to optimise scheme benefits, resources and to challenge standards. To reach a wider audience we will have a Digital Best Practice Hub for HS&W, found initially on the A303 BIP App but will aim to form part of Highways England's **Raising the Bar Campaigns** to impact the wider construction industry (see **QS-16A** for further detail).

Key supply chain stakeholders will be invited to join the Senior Supply Chain Steering Group to lead HS&W training amongst the supply chain. This training programme will be phase specific so that it remains current and is adapted to meet emerging needs.

A workforce welfare questionnaire will be completed by supply chain members, identifying their wishes. Outputs will be actioned to establish what works best for the project workforce, aligned to CDM 2015.

7. Training and Development

STAGE 1: A303 Scope Compliance

The growth of our business is driven by our people; therefore, we place great importance on their training. Our **A303 Training and Development Plan** starts with compliance:

Scope Requirements	BADGER Compliance Process Documents
V2P1 S2915 Supply Chain	▪ Supply Chain Engagement Plan
V2P1 S295 Behaviours	▪ Behaviour Maturity Plan
V2P1 S1100 Health, Safety and Wellbeing	▪ Health, Safety and Wellbeing Implementation Plan ▪ HS&W Inspections ▪ A303 Training and Development Plan



	<ul style="list-style-type: none"> Supply Chain Training Programme
V2P1 S250 Considerate Constructors Scheme	<ul style="list-style-type: none"> CCS Ultra Site Action Plan Calendar of CCS site visits and reports
V2P1 S845 and V2P5 Digital Construction	<ul style="list-style-type: none"> A303 Training and Development Plan Supply Chain Training Programme
V2P1 S680 Training and Competence of Contractor's Staff	<ul style="list-style-type: none"> A303 Training and Development Plan Supply Chain Training Programme
V2P1 S253 People Strategy	<ul style="list-style-type: none"> Inclusion Action Plan Employment and Skills Plan (ESP)
V2P1 S207 General Environmental Requirements & OEMP	<ul style="list-style-type: none"> CEMP
V2P1 S296 Strategic Alignment	<ul style="list-style-type: none"> StART3 Assessment
V2P1 S675 & Annex E Continual Improvement	<ul style="list-style-type: none"> Lean Strategy/LMAT/HELMA Continual Improvement Policy
V2P1 S1220 Subcontracting	<ul style="list-style-type: none"> Incentive schemes as part of terms and conditions
A303 Performance Manual and Collaborative Performance Framework	<ul style="list-style-type: none"> BADGER's Performance Management Strategy BADGER's A303 Project Collaboration Charter Performance Management Points

STAGE 2: Implement Supply Chain Training Development Plan

This high-profile scheme brings a unique opportunity for our supply chain to work at the best international standards and engage the local area in circular economy benefits and skills enhancement. Local suppliers can continue to maintain the A303 and influence future investment programmes through their skills development. Aligned to **S680**, BADGER will promote the individual improvement of our workforce. The core focus of our supply chain training strategy is based on the following principles:

- Continuous development

- Leaving a lasting legacy
- Economic generation.

The **A303 Training and Development Plan** will be populated during supply chain selection process, developed during onboarding and implemented at induction as part of our bespoke **Supply Chain Training Programme** (See our "Supply Chain Development Model" **page 24**). This approach will be founded on behaviours outlined in **QS-18A** and **QS-18B (S295)**, aligned to our **CCS Ultra Site Action Plan (S250)** and **StART 3 Assessment (S296)**. This programme will be monitored, reviewed and updated throughout the project. Our 'one-team' approach facilitates consistency in training across various worksites/ teams and reduces process variation throughout BADGER and our supply chain (**S675** and **Annex E**).

Our supply chain will use our PearsonVue accredited test centre to gain NVQs, using on site day to day tasks for assessment. Drills will be held on site to reinforce actions set out in emergency plans. Records are kept of induction attendees (**S1106.6**). No workforce member will be able access a site without site induction training.

STAGE 3: Digital Construction Initiatives

BADGER will provide training to our supply chain for all systems required and for all those systems for which a gap was found following the capabilities assessments. Please refer to QS14B and QS14C for further details. Our **Innovation Portal** and **Digital Information Strategy** will involve use of a digital environment to store processes, procedures and systems, enabling quick accessibility of information to the Leadership team and workforce at any time. As part of our ESP, the development of the **A303 Digital Academy** will further enhance the digital skills set of our subcontractors.

STAGE 4: Integrate ESP Targets with each subcontractor

Our Employment and Skills Plan (ESP) (detailed in **QS-18A**) will provide a clear strategy to create and promote work for apprentices,



graduates, care leavers, armed forces etc. We will integrate BADGER ESP targets with each key subcontractor (**S253**), initiated during our selection process, and go beyond the requirements with our **Shared Apprenticeship Programme**, which will allow contractor and subcontractors to rotate apprentices across organisations to offer enhanced placements. We will also issue subcontractors with a Workplace Toolkit with best practice on quality apprenticeships and work placements.

BADGER will engage our supply chain to assist Highways England in achieving objectives for skills and training (**S253.9**), including:

- The Transport and Infrastructure Skills Strategy (TISS)
- Construction Industry Training Board (CITB)
- National Skills Academy for Construction (NSAfC)
- Graduates, Apprentices and trainees
- Undergraduate and post-graduate academic placements
- Overcoming Barriers to Employment.

STAGE 5: Continual improvement of our Supply Chain

Continual Improvement Policy fosters a “lesson-learned” approach, promoting sharing of experiences among the different workforces. It is important to BADGER that we drive innovation and improvement throughout the A303 scheme so as to leave a skills and experience legacy, particularly amongst the local supply chain.

We will incorporate all aspects of **Annex E**. Executive leaders will ensure our **A303 Supply Chain Innovation Strategy** includes:

- Outcome Requirements
- Strategic Objectives
- The Methods (tools and techniques) including:
 - Use of HELMA to measure our starting position
 - Staff reviews to give us a full understanding of our supply chain and what is required to unlock true potential
 - Innovation days – each will have a different theme to compliment the skill specialisms from within our supply chain. Led by the Project Director, supported by Leadership Team, Supply Chain, Training and mobilisation Managers

- Suggestion boxes ensuring all ideas are heard
- A303 Intranet to cascade and celebrate improvement and innovation
- A303 BIP App.

Supply Chain Innovation Days (TQ5B4.2) led by our Project Director, will be an opportunity for our supply chain to demonstrate best practice, market intelligence and new technology to enhance productivity. These days will be led by the Project Director and support by the Leadership Team and Supply Chain Manager, Training Manager, Mobilisation Manager.

BADGER will demonstrate environmental improvements in leadership and culture through accountability and customer focused delivery (**S207.1**) and we will assist Highways England when it explores ‘opportunities to promote the use of low emission vehicles by our supply chain’ to play its part in reducing harmful pollutants (**S207.5**).

The **A303 Knowledge Hub** will not only as a physical part of our sites but i also a digital platform, via the A303 BIP App, to promote access to a range of subcontractors and stakeholders to continuous improvement and innovation outputs. The A303 Knowledge Hub will involve collaborative planning and innovation days, having the best minds all in the same place to share and improve knowledge and understanding of areas such as:

- The use of digitalisation in the construction industry
- Lean and Modern Methods of Construction methodology with a focus of customer value
- Defect management and mitigation
- Lean Leadership and Management Skills
- Effective collaboration to create standard work practices
- Health, Safety and Wellbeing initiatives and updates
- Environmental protection initiatives and updates
- Supply Chain Sustainability School concepts
- Celebration of individual and team outstanding practice.



Our **Subcontractor Diversity Toolkit** offers guidance to our supply chain on how to improve procedures including recruitment policy and action plan in line with Recruiting for Success

SUPPLY CHAIN DEVELOPMENT MODEL





8. SCEP and Organisational Maturity

The A303 will have multiple subcontractors on site at any one time, therefore organisational maturity is key. In developing our SCEP, we have considered the people involved - the leaders, skills and behaviours, please refer to **QS-18B** for full details of how we intend to measure and improve our organisational maturity.

BADGER focus on the key areas of **S2900.2** with our supply chain to deliver key outputs and to contribute to the successful delivery of the works, aligning with the *Client's* organisational maturity aspirations. This is detailed below:

BADGER Activities with the Supply Chain	BADGER Outputs to benefit the A303
Register the site as a Considerate Constructors Ultra Site (S250); actively engage supply chain in this process, delivering Ultra Site standards training	<ul style="list-style-type: none"> Site achieves Ultra Site status Gain efficiencies through improved collaboration with supply chain Support supply chain's future ability to achieve CCS standards
Embed the StART 3 principles and assessments with all subcontractors (S296)	<ul style="list-style-type: none"> Strategic team alignment with the <i>Client</i> Maximises the value of the A303
Delivery of innovation and continual improvement/ Lean approaches with the supply chain (S675) (Annex E)	<ul style="list-style-type: none"> A303 Knowledge Hub Undertake Lean assessments of at least Tier 1 Subcontractors
Ensure competency of staff for works provision prior to commencing and delivery of a bespoke supply chain training programme (S680)	<ul style="list-style-type: none"> All staff have CSCS card appropriate to trade Upskilling of the supply chain, contributing to economic growth
Subcontracting undertaken as per S1200 , with all contracts under an NEC form of contract	<ul style="list-style-type: none"> All subcontractor selection and management processes undertaken in a manner that is compatible with and supports the <i>Client</i>
Model leadership capabilities, sharing aspects of our Leadership Plan with the supply chain (S2905)	<ul style="list-style-type: none"> Contribute to the successful completion of the works Alignment with the <i>Client's</i> organisational maturity aspirations
Integrate principles of BADGER Behaviour Maturity Plan with the supply chain (S295)	<ul style="list-style-type: none"> Appropriate behaviours demonstrated across the site Improved working relationships
Integrate the principles of the People Strategy with the supply chain (S253). An Inclusion Action Plan that includes the supply chain with a genuine focus on Equality, Diversity and Inclusion	<ul style="list-style-type: none"> Meet the needs of the Armed Forces and Care Leavers Covenant, as well as those of staff with caring responsibilities Bespoke supply chain commitments to the ESP
Apply all aspects of S2915 within SCEP	<ul style="list-style-type: none"> Fully engaged supply chain
Make PEP visible to supply chain (S2910)	<ul style="list-style-type: none"> Aligned approaches, processes and procedures

9. Maintaining the SCEP

Our SCEP will be submitted to the *Project Manager* for acceptance within 12 weeks of the starting date (**S2915.1**). Our **Procurement Manager** will ensure our accepted SCEP is compliant and reviewed to ensure it is effective (**S2915.3**).

Our Supply Chain Manager will review and update the SCEP as each phase starts and on each anniversary of the starting date submitting an updated version within three weeks of each anniversary of the starting date to the *Project Manager* for acceptance (**S2915.4**).