



# Infrastructure Supplier Protocol

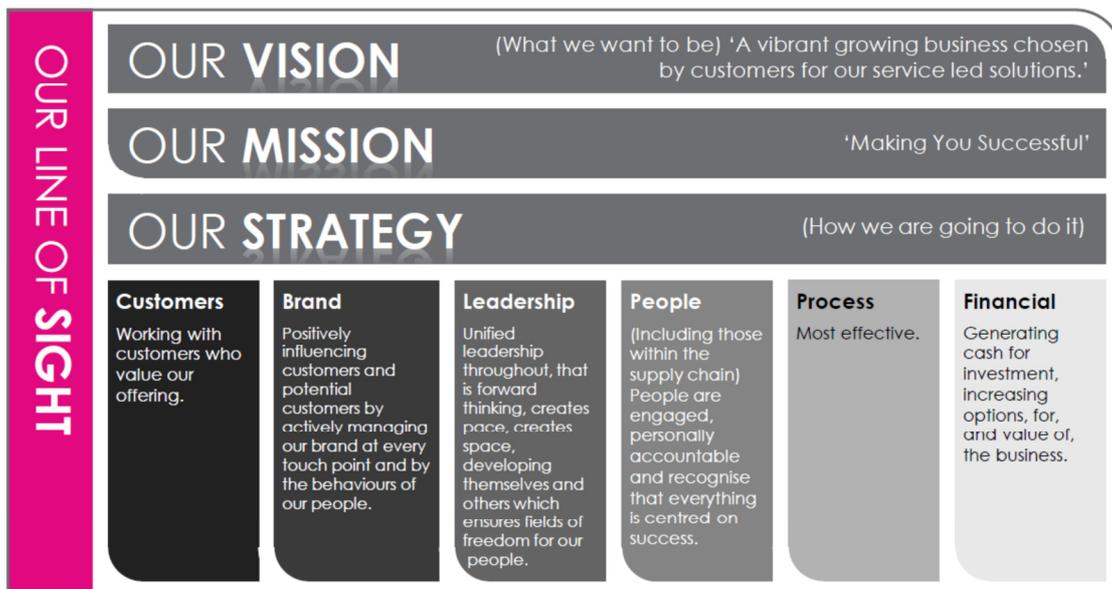
Our mission is to make you successful.

We know that the projects we are involved with are special to our customers. By focusing our efforts on being assured, agile and personal we want to ensure that our customers, neighbours and other stakeholders experience a consistent high level of service in line with our brand.

Our strategy is engage with companies that not only share our company values, but visibly demonstrate that these are embedded within their people:-

Our Core Values – embedded at every touch-point	
<b>Quality</b>	Taking pride in achieving excellence in all that we do.
<b>Integrity</b>	Being professional and treating others as you would expect to be treated.
<b>Openness</b>	Being honest and prepared to listen.
<b>Caring</b>	Supporting and respecting each other and the world we live in.
<b>Progressive</b>	Learning and adapting to improve value for our customers.

- We want to work with suppliers that “live and breathe” the same values as Osborne, who are committed to the highest standards of business ethics and safety performance, working collaboratively with us to deliver the best value solutions for our customers.
- In return, we offer a commitment of greater continuity of work, allowing for better training of all our people, stronger teams and partnerships that value individuals and reward them fairly.



*(We expect both our people and those of our supply chain community to act in accordance with our values to achieve our “Line of Sight”. Any act or behaviour that is deemed to be unfitting should be reported to either the Osborne Site Project Manager, Osborne Relationship Manager (if applicable), or the Osborne Supply Chain Manager. Please be assured that there will be no negative response to your business interests in providing this valuable feedback.)*



## Osborne's selection process

Selection at Tender Stage will be based on demonstrating the previously described values and:-

<b>Builders Profile</b>	Being an Osborne approved Supplier on Builders Profile or expressing the willingness to enter required details in an agreed timescale.
<b>Performance Scoring</b>	Supplier selection will be based upon the results of regular performance scoring during Bid, Delivery and End of Defect stages of a given project and against set criteria that align with our values: ✓ Relationships & Behaviours, ✓ Management, ✓ Quality, ✓ Safety, ✓ Environmental, ✓ Planning and Programming, ✓ Commercial, ✓ Finished Product, ✓ STOP Think! Programme engagement and ✓ Improvement Opportunities. Monthly supplier scoring results will be displayed on the relevant site notice board for review and discussion with our suppliers and will form the basis for future supplier selection. If you don't see your scoring – ASK!

If you are selected to tender for a particular bid, we will contact you with a formal invite. Should you feel you are unable to bid, for whatever reason, this will **NOT** affect any future opportunities. However, once you have committed to bid, any subsequent withdrawal or failure to comply, without an agreed reason with the Osborne Bid Manager leading the bid, will be taken into account for future potential opportunities:-

- All tenders are to be priced in accordance with the defined requirements and submitted in accordance with required return date (late returns will typically not be considered).
- If you submit a tender price, you will be given constructive feedback on your bid once the outcome of our tender is known.
- Works will typically only be awarded to those suppliers that assist Osborne and, or submit a tender during the bid stage on a given project.
- We as a Company, reserve the right to enter into Exclusivity Agreements with certain suppliers on selected tenders. If this happens, no other quotations will be sought or considered.
- If we use your tender within our bid, and it isn't under an Exclusivity Agreement, should we be successful we will always engage in communication with you during the pre-construction phase, to match or better any subsequent offer received from other tenderers.

## What to expect from Osborne

We will issue Invitations to Tender (ITT's) to all selected suppliers detailing the following information:-

<b>Scope of Works</b>	We will endeavour to give you specific and relevant information for the package we are asking you to price.
<b>Terms and Conditions</b>	We will fully detail what T&C's we are asking you to contract on and pay all supplier accounts within the agreed terms.
<b>Achilles RISQS</b>	We will make clear whether suppliers tendering, require approved and valid Achilles RISQS audit outcomes, whether the works will be undertaken under Osborne's Achilles RISQS approval, or within a "high street environment".
<b>Award Criteria</b>	We will ensure that you are aware within the ITT what weighting is allocated to the award criteria, including price, quality, safety, etc.

We will appoint Supplier Relationship Managers to our key suppliers. The Supplier Relationship Managers will hold regular meetings with the supplier's nominated representative to discuss performance against agreed criteria and give mutual feedback. This will enable us to discuss future work opportunities, areas of excellence or improvement, innovation, sustainability, legacy creation and understand better each other's challenges. The meetings will facilitate supplier actions such as training and development, for example attendance at our STOP Think! Behavioural Change Programme, and ensure that we as a team are both proactive and agile in our approach in providing service led solutions.



# What we expect from our suppliers

<b>HSEQ</b>	Committed to driving improvements in Health & Safety, Environmental and Quality Performance. We expect our suppliers to have an open culture on HSEQ that focuses on the attitudes and behaviours of their people, resulting in shared learning through identification of close calls and improvement opportunities (I.Os) across our projects.	
<b>People</b>	People are competent, fit to work, sufficiently trained and briefed, engaged, personally accountable and recognise that everything is centred on joint success.	
<b>Builders Profile</b>	All suppliers must hold and upload all required documentation to obtain Osborne Approved Builders Profile Status. All suppliers are to actively manage their accounts to ensure they maintain their "Approved" Status, as without it Contracts cannot be awarded.	
<b>Sentinel Scheme</b>	Compliance with the Sentinel Scheme rules on rail works / projects.	
<b>RISQS</b>	Maintain Railway Industry Supplier Qualification Scheme (RISQS) accreditation on rail works / projects.	
<b>Sustainability</b>  Investment in practices covering the three dimensions of sustainability	<b>Environmental</b>	Ensure that environmental aspects and impacts are identified, proactively addressed whilst on site and in the normal course of business; seeking to reduce waste through actively managing recycling opportunities.
	<b>Social</b>	<b>Fair employment practices</b> that ensure all staff payment arrangements are consistent with the detail and intent of the HMRC requirements, a fair wage is paid and reasonable minimum working standards provided.
		<b>Staff training and empowerment</b> stimulates a culture of continuous improvement through assessment, provision of training and job rotation.
		<b>Ethical practices</b> with fair and equitable treatment of all employees in accordance with current equality legislation, demonstration of a commitment to diversity and equality of opportunity in the community, abiding with the Fair Payment Charter.
	<b>Promotion of:-</b>	<b>Illegal activities</b> are not supported, encouraged or present as determined by the law of the country.
<b>Economic</b>	Invest in the individuals and communities with whom we come into contact. Provide the best value for money for our customers and their customers.	
<b>Compliance</b>	Must be up-to-date with necessary compliance and competencies at the time of submitting a tender & then maintained during the Contract period.	
<b>Process</b>	Agree and utilise the most effective processes.	
<b>Fatigue &amp; Wellbeing</b>	Ensure that all travel time and necessary accommodation arrangements are in accordance with Osborne's Fatigue & Wellbeing Management Procedure (Reference Rail/044).	
<b>Collaboration</b>	A collaborative approach is taken at all times to ensure that <u>our</u> common goals are aligned and outcomes are achieved. This will be achieved through but not limited to good behaviours, accountability, knowledge sharing and continuous improvement; thus creating and sustaining a competitive advantage.	
<b>High Performance</b>	Continually performing to the highest quality standards, meeting or exceeding both Osborne's and our Customers' expectations and delivering service excellence in alignment with the Osborne values.	
<b>Leadership</b>	Unified leadership throughout that is forward thinking, creates pace and space for developing themselves and others.	
<b>Improvement Opportunities</b>	People complete and submit regular I.O's in relation to their site or workplace.	
<b>STOP Think! Programme</b>	Thinking differently, making better decisions and changing lives through attendance at, or undertaking STOP Think! Training.	
<b>Innovation</b>	Continuously looking for innovative solutions to improve delivery.	
<b>Active feedback</b>	Participate in the active feedback of information to Osborne regarding the performance of Osborne on site as well as providing feedback on the relationship with Osborne through answering a Supplier Questionnaire and/or discussions with your nominated Relationship Manager.	