

**PROEJCT NO: 1107305
OCEAN SPACE CENTRE**

QUALITY PLAN



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0 INTRODUCTION

The project execution of the Ocean Space Center (OSC) shall follow Statsbygg's project model, which is described on the intranet page "Kilden" under Quality system – Project development and construction.

The project's management document, Management document Ocean Space Center (hereinafter referred to as Management document) describes the project's goals, framework and strategies, and shall serve the purpose of being the project's overall quality plan. The quality plan (this document) complements the management document, and the purpose of the quality plan is to provide an overview of how the quality work is organized and guidelines for its implementation in the project.

1 PROJECT DESCRIPTION

The project shall establish SINTEF/NTNU's research institute and teaching facilities for the maritime industries at Tyholt in Trondheim. This includes the construction of wet and dry laboratories, student and workplace areas, teaching laboratories, installation of specialized and integrated user equipment in buildings.

In addition, the project will establish an operational building and a new quay facility in Heggdalen on Byneset in Trondheim.

The project is divided into four main parts which are:

- Building A (student and workplace areas)
- Building B (ocean basin, seakeeping and maneuvering basin, workshop/storage areas)
- Building C (teaching laboratories)
- Fjord lab (operations building and quay facilities)

The project is equipment-heavy, which applies specially to Building B, and it is therefore divided into four categories of user equipment to be installed, which are:

- M1: Of the shelf equipment
- M2: Standard equipment
- M3: Specialized equipment
- M4: Equipment that is integrated into the buildings

User equipment in categories M3 and M4 are acquired and installed by the company as separate purchase packages, while user equipment in categories M1 and M2 are acquired and installed by the EPC contractors and will be included in the scope of the contracts for the buildings.

This division has been made since user equipment in the categories M3 and M4 provide premises for design and construction for Building B (and to some extent Building C).

The project is also responsible for the acquisition and installation of specialized user equipment for SINTEF/NTNU's research activity in Building B and Building C.

A detailed description of the project is given in the management document.

2 PROJECT OBJECTIVES

The OSC project received a letter of assignment from the Norwegian Ministry of Trade and Fisheries (NFD) dated 22 March 2022 where the social, impact and performance objectives for the project are laid down.

The assessment of achievement for the social and effect objectives can first be done after the research institute and teaching facilities have been put into operation for a period of time.

2.1 Social objective

The social objective describes the national development under which the project shall support and is thus linked to the project's impact on the Norwegian society. The social goal is given by NFD and is as follows:

The initiative shall ensure value creation for Norway through competitive Norwegian marine industries.

2.2 Impact objectives

The impact objectives are linked to the project's effects on the users' activities and their deliveries. They are given by NFD and are as follows:

The Ocean Space Center shall make the Norwegian marine industries more productive through:

- **Knowledge and technology development**
Research and industrial partnership for the development and testing of technology for the marine industries.
- **Knowledge externalities**
The knowledge that is developed is spread to more than the client and strengthens the professional environment in Norway
- **World-leading educational environment**
The Ocean Space Center contributes to world-leading education for the maritime industries.
- **Contribution to restructuring of the business.**
The Ocean Space Center satisfies the needs of the Norwegian marine industry for R&D services and knowledge development in the restructuring and further development of the business.

2.3 Performance objective

The performance objectives are linked to cost, time and quality, and must be prioritized in that order. The project's performance objectives for the construction phase have been laid out by NFD and are as follows:

1. **Cost**
The final cost of the construction project and the user equipment project must stay within the decided management framework.
2. **Time**
The construction project and the user equipment project are to be completed in 2028.
3. **Quality**
The building project and user equipment project must be delivered with the functionality and quality described in the overall management document.

3 ORGANISATION AND INTERFACES

3.1 Project organization

The project is organized with regard to the four main parts can be regarded as sub-projects, and that the building and user equipment have a very close connection for central parts of the project (Building B and C). The organizational foundation of the project is fixed, with central staff functions and technical management contributing to the sub-projects.

A detailed description of the project organization is given in the management document.

3.2 Quality management responsibility

In general, quality is a line responsibility of the sub-project manager and his project team in the sub-projects. The table below lists the most important areas of responsibility related to quality for the central positions in the project.

Role	Quality management responsibility
Project Manager	<ul style="list-style-type: none"> Lead the Ocean Space Center project so that the handover is in accordance with expected objective achievement, including quality. Approve the project's management document, the quality plan (this document) and other overall project-specific procedures. Approve follow-up strategies and ensure that the necessary resources are available for their implementation. Overall responsibility for the project's uncertainty and risk management. Owner of the project's audit program.
Quality and Risk Manager	<ul style="list-style-type: none"> Assist the project management in the sub-projects with quality follow-up of the contract, including overseeing and monitoring the contractor's quality assurance of the execution. Assist sub-project managers in preparing follow-up strategy and control plans. Ensure the project's quality management system with necessary procedures is maintained. Responsible for preparing and maintaining the project's quality plan and ensuring that guidelines in this are implemented. Responsible for preparing, implementing and following up the project's audit program. Responsible for the risk management process (ref. the project's risk register). Improvement work in the project.
Design Manager Buildings	<ul style="list-style-type: none"> Ensure that the delivery within engineering is in accordance with expected target achievement, including for quality to ensure functionality and tolerances. Prepare control plans for engineering and carry out quality checks to ensure that the contract's requirements are met (ref. the joint collaboration phase and contractors detailed engineering). Assist sub-project manager with quality assurance of non-conformity requests from contractor. Responsible for coordination and quality assurance of deliveries from the project's internal advisers within its disciplines. Responsible for quality assurance of contractor's solutions towards the users. Assist and contribute with quality assurance of DFO documentation.
Design Manager User equipment	<ul style="list-style-type: none"> Ensure that the delivery within engineering is in accordance with expected target achievement, including for quality to ensure functionality and tolerances. Prepare control plans for engineering and carry out quality checks to ensure that the contract's requirements are met (ref. the joint collaboration phase and the equipment supplier's detailed engineering). Assist sub-project manager with quality assurance of non-conformity requests from equipment suppliers. Responsible for coordination and quality assurance of deliveries from the project's internal advisers within its disciplines. Responsible for quality assurance of the equipment suppliers' solutions towards the users. Assist the project management at FAT, mechanical completion, and commissioning to ensure the quality of the user equipment's functionality. Assist and contribute with quality assurance of DFO documentation.

Completion Manager	<ul style="list-style-type: none"> • Responsible for establishing and implementing the project's strategy and requirements for completion. • Responsible for contractors' establishing a system for completion in accordance with strategy and requirements. • Ensure and contribute to completion being carried out by the contract parties in accordance with strategy and requirements. • Ensure and contribute to contractors' punch handling are in accordance with strategy and requirements. • Control and verification that contractors are ready for phase transitions when this are reported. • Assist the quality manager in ensuring that quality assurance of the execution is integrated into the contractor's system for completion. • Assist and contribute to ensure that the sub-project managements are represented at necessary controls, such as mechanical completion/system connected, test activities and other verifications. • Assist and contribute to the planning and execution of contractors' tests at commissioning • Responsible for carrying out verification tests with the owner and contractors.
Subproject Manager (Contract responsible)	<ul style="list-style-type: none"> • Overall responsibility for quality follow-up of their contract, including ensuring that handover within construction/installation is in accordance with expected achievement of goals for quality. • Establish a follow-up strategy and necessary control plans for the contract and ensure that the sub-project has the resources to implement these. • Responsible for processing of non-conformity requests from contractor with assistance from Design Managers for Buildings and User Equipment. • Responsible for the contractors handling of deviations (punch) in accordance with strategy and requirements, including that they are registered and corrected continuously and that the sub-project verifies corrections that are carried out. • Ensure and contribute to that contractor continuously document their quality control of construction/installation activities in accordance with strategy and requirements. • Contribute and assist the Quality Manager with the audit program and audit of contractor. • Responsible for the sub-project's own quality control and participation in contractors control activities such as e.g., critical production/installation/construction controls, mechanical completion, and test activities. • Responsible for contractor providing DFO documentation of expected quality in the project's phases (e.g., at mechanical completion, during commissioning, before trial operation period).
Procurement Manager	<ul style="list-style-type: none"> • Responsible for conducting procurements, this includes ensuring that quality requirements are included in the tendering documents and in the evaluation criterias of the providers of tenders.

Table 3.2.1: Quality management responsibility for key roles in the project

3.3 Contracts

An overall overview of the project's contracts to be entered into is given here.

Building B is the most complex part of the project, and the user involvement (NTNU/SINTEF) will be important since they have much of the competence related to functionality. Therefore, both the contractor for Building B and the suppliers of user equipment type M4, shall have a period of joint collaboration where the selected contractors, the users and company's advisers participate during the detailed design and planning. This also generally applies to Building C.

Below is an overview of the main contracts of the project, selected contractors, and schedules for contracting, both for buildings and user equipment type M4.

Main part	Contract	Description	Contractor	Type of contract
Building A	K201	Building and user equipment	Ruta Entreprenør	EPC
Building B	K202	Demolition and foundation work	Trym Anlegg AS	EPC
Building B	K203	Building	Dec 2022	JCP/EPC
Building B - BUT	K661-01	Current system general (OB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K661-02	Current system general guides/vanes (OB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K661-03	Current system general pumps with diffusors (OB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K662-02	Wave generation units (OB)	Dec 2022	JCP/ SC
Building B - BUT	K662-03	Wave generation units (SMB)	Dec 2022	JCP/ SC
Building B - BUT	K663-01	Wave absorption systems/units (OB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K663-02	Wave absorption systems/units (SMB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K664-01	Movable floor (OB/SMB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K665-01	Carriage (SMB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K665-03	Fast running carriage (SMB)	Jan/Feb 2023	JCP/ SC
Building B - BUT	K665-05	Roof-mounted carriage (OB)	Jan/Feb 2023	JCP/ SC
Building C	K204	Building		JCP/EPC
Building C - BUT	K665-04	Carriages Flexlab wet		SC
Fjordlab	K205	Operational buildings and quay facilities Heggdalen		EPC

OB: Ocean Basin, SMB: Sea Maneuvering Basin, BUT: User equipment, JCP: Joint collaboration phase, EPC: Engineering, procurement and construction, SC: Supplier contract

Table 3.3.1: Overview of the project main parts including user equipment M4

Reference is made to the project's Management Document, which describes the project's choice of contract strategies and breakdown structure.

3.4 Progress

The figure below shows an overall timeline for the 4 sub-projects, with milestones for handover of Building A, Building B and Building C.

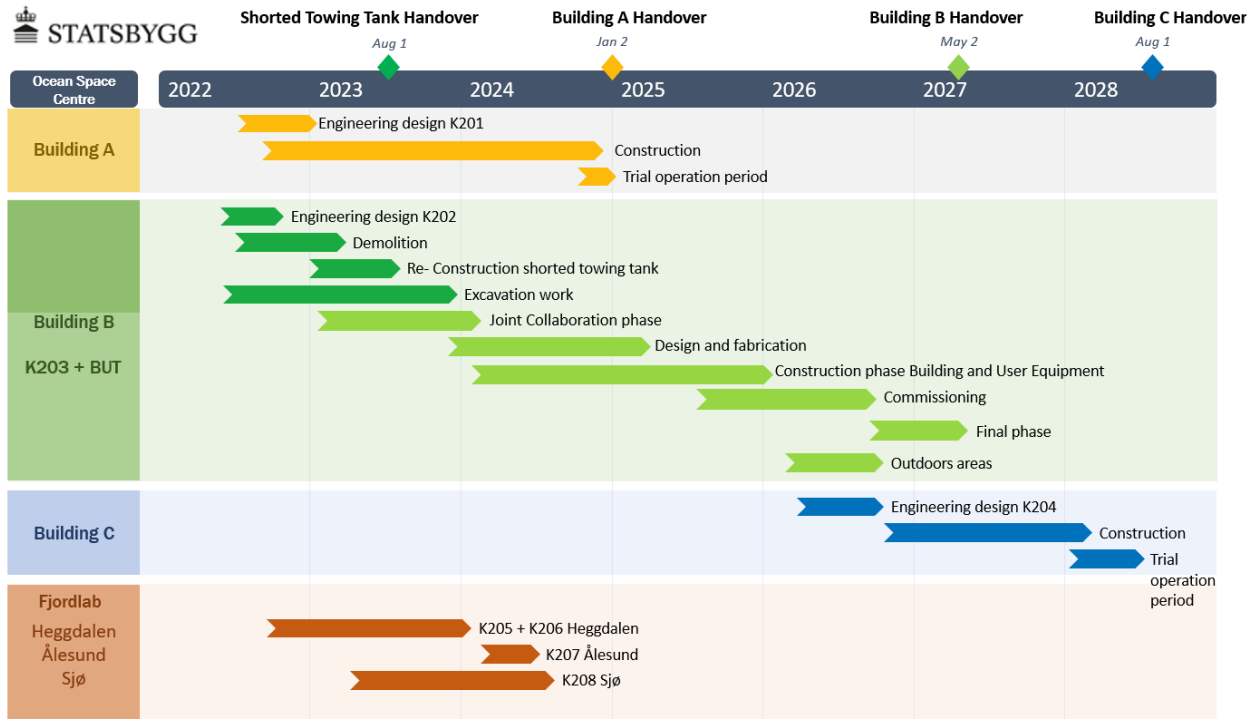


Figure 3.4.1: Overall timeline for the project

For Fjordlab, Company is responsible for the construction of operational buildings and quay facilities in Heggdalen, both with regard to buildings and user equipment. Responsibility has been transferred to NTNU for the execution of the remaining project scope for Fjordlab (ref. K206 and K207).

3.5 Interface management

OSC project has many internal and external interfaces, and a procedure has been drawn up for handling these interfaces. The project's ICT support system for collaboration (Omega365) shall be used for the coordination of the interfaces. The principle for the interface management is that the contractors and the sub-projects shall seek to clarify this directly between themselves. Interface requests are entered into Omega365 for coordination of this in practice. When an interface request is entered by a contractor or sub-project, this shall be answered by the relevant counterparty. Company's interface coordinator will assist with clarifications if contractors or sub-projects are unable to do this directly between themselves, and if necessary, raise the matter to the appropriate decision-making authority in the project. Based on the need, company will initiate meetings for coordination and clarification of interface matters. Company will enter into interface agreements with the contractors at start-up.

3.6 Joint collaboration and user involvement

The project has very strict tolerance requirements for Building B, both for the building itself and the user equipment, and it is very important that NTNU/SINTEF is involved early in the joint collaboration phase for Building B in order to achieve the desired functionalities, as well as to identify and clarify their involvement in various phases of the project execution. Company will therefore coordinate the joint collaboration phase with the contractor and suppliers so that this is systematically carried out and documented and ensure that the desired effect is achieved. Company's Design Manager for building, with assistance of the Design Manager for user equipment, are responsible for coordinating

this phase and will prepare collaboration groups and meeting structures with contractors, users, and advisers.

3.7 Strategy for completion

Quality assurance of the construction and installation is closely linked to the completion, considering that contractors' control activities of areas/systems shall be documented continuously (in Omega365) and be available at the control points planned for in the systematic completion. This will increase the traceability of contractors' quality control and that the design documents, drawings, standards, etc. has been followed, document that tolerance requirements have been complied with, and ensure that deviations (punch) are registered and corrected continuously so that they are not built-in or discovered at a late stage, e.g., mechanical completion inspection. Contractors has an obligation to follow this methodology. For systematic completion requirements, reference is made to OSC-80-SB-O-SD-00008 *Strategy for systematic completion of BUT*.

3.8 Digitalization strategy

The project has a digitalization strategy that covers principles for digital interaction for the entire project until handover. ICT support systems have been assessed based on the needs for various disciplines and areas in the project. Within various segments of the project, established processes at Statsbygg shall be used. Where standardized processes are not sufficient for the project, new overall processes have been drawn up and incorporated into the systems to ensure good control and reporting mechanisms.

Area	ICT support systems
Interaction	Omega365
Progress	dPlan/ ...
BIM	Solibri/BIMQ/BIMcollab/simplebim
Room and equipment database	dRofus
DFO/Systematic completion	Omega365
Risk management	Omega365
Economy	ISY PØ/PowerBI (Dynamic calculation)
HSE	HMSReg
Construction site logistics	MyLoc

Table 3.8.1: ICT support systems for project Ocean Space Centre

Reference is made to document OSC-80-SB-O-SD-00007 Action plan digitization Ocean Space Center for additional information on the implementation of the strategy.

4 QUALITY MANAGEMENT

4.1 Systematic quality management

The goal for the quality management in the project is to ensure that the project is realized in accordance with overall objectives and to ensure that laws, regulations, standards, contract requirements and internal procedures are complied with in the best possible way.

The following elements are included in the quality management:

- implement and follow Statsbygg's internal control system in the project
- implement and follow applicable governing documents
- prepare project specific documents according to current templates
- prepare new project specific documents if necessary
- a robust system for control, experience transfer and continuous improvement
- prepare and follow a project specific quality plan
- project organization with clear responsibilities and authorities
- documented management of deviations and corrective measures
- regular supervision of the project's quality management system through the use of control plans
- carry out QA reviews/QA audits according to plan
- quality improvement within the project by using findings and conclusions from QA reviews as a basis for proposing improvement measures
- documented progress plans and budget, and systematic follow-up of progress and costs
- follow-up of (sub)suppliers/(sub)contractors' control plans and checklists

The list is not exhaustive.

4.2 Project specific quality management

In general, the quality follow-up in the project shall be proactive so that necessary controls are done through all phases to confirm the quality of the buildings and the user equipment and ensure that deviations (punch) are detected at an early stage and corrected. This shall ensure the correct quality in deliveries from all project phases from design/procurement/fabrication, construction/installation, and commissioning/final phase so that the described functionality for the buildings and the user equipment is handed over to the users for the realization of the social and impact objectives.

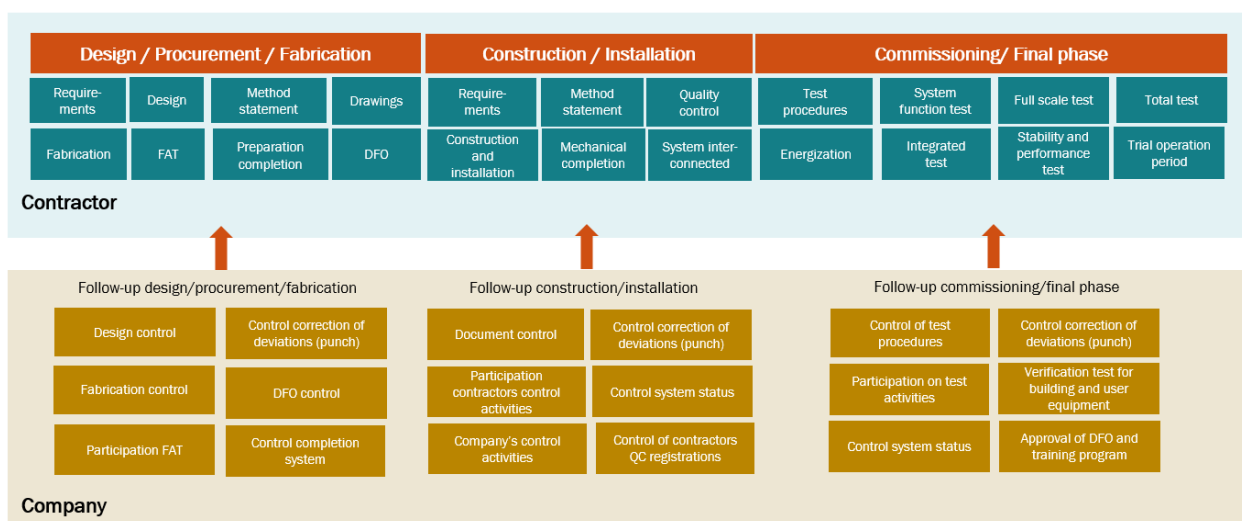


Figure 4.2.1: Quality follow-up throughout all project phases

For the project specific quality management, the guidelines and processes for quality assurance of the deliveries are set out here, while the follow-up strategies will detail which control activities are planned to be carried out within the various contracts Company enters into. The table below provides an overview of quality follow-up to be established in the sub-projects:

Activity	Description
Follow-up strategies for quality	A follow-up strategy shall be drawn up for each sub-project/contract, which will provide guidelines for the contract's quality followed up.
Control plans	Based on the defined follow-up strategy and Contractor's control plan, the sub-projects shall draw-up and implement Company's control plan covering all subjects/areas. The process for quality control shall be used for this. The control plans must include both a focus on products and specific processes that lead to correct products.
Company's onsite controls	For many construction and installation activities, continuous and repetitive checks will be carried out until the control activity in the control plan. A diary must therefore be created in which the results of these checks are documented. The diary must be traceable to the objects that have been checked. When the control activity in the control plan is carried out, the diary will provide a basis for checking it out. The process for quality control shall be used for Company's control activities.
Reporting of deviations (punch)	If deficiencies (punch) in Contractor's product or process are discovered through Company's checks on site, this shall be reported to Contractor. The process for handling punch shall be used for this reporting.
Control points during phases and final check	The completion system is an important instrument for planning, registering and logging systematic controls and tests of the product. In the process for systematic completion, control points have been added where a thorough status check of the product must be carried out. Company shall carry out verifications at these control points.
QMS review of the contracting party	A check of all Contractors quality plan (QA review) shall be conducted for implementation and compliance with requirements. The need for quality audits in the various sub-projects is set up as part of the project's overall audit program.

Table 4.2.1: Follow-up of quality

In order to gain an understanding of the processes for quality management in the project, a description of following processes that applies for the Ocean Space Center project:

- Process for quality control
- Process for systematic completion
- Process for punch

These are processes that are linked and integrated in Omega365 for digital interaction with Contractor.

It is a requirement that Company shall carry out a review of Contractors control plans, and this must be done before Contractor starts the activity.

In order to control the implementation of control plans, all Contractors must keep records showing which control plans they plan to implement, that are linked to their activities and progress.

4.3 Processes for Quality Management

Based on Contractors control plans, it shall be identified which control activities Company will participate in as an observer. If more controls are to be carried out, they are created as separate control activities for the Company. Contractors control plans and results from the control activities shall be registered in Omega365, so that these are identified towards room/system. This will ensure that there is traceability in the controls that are carried out. Company's control plan in Omega365 will therefore consist of activities carried out by the Contractor and own controls.

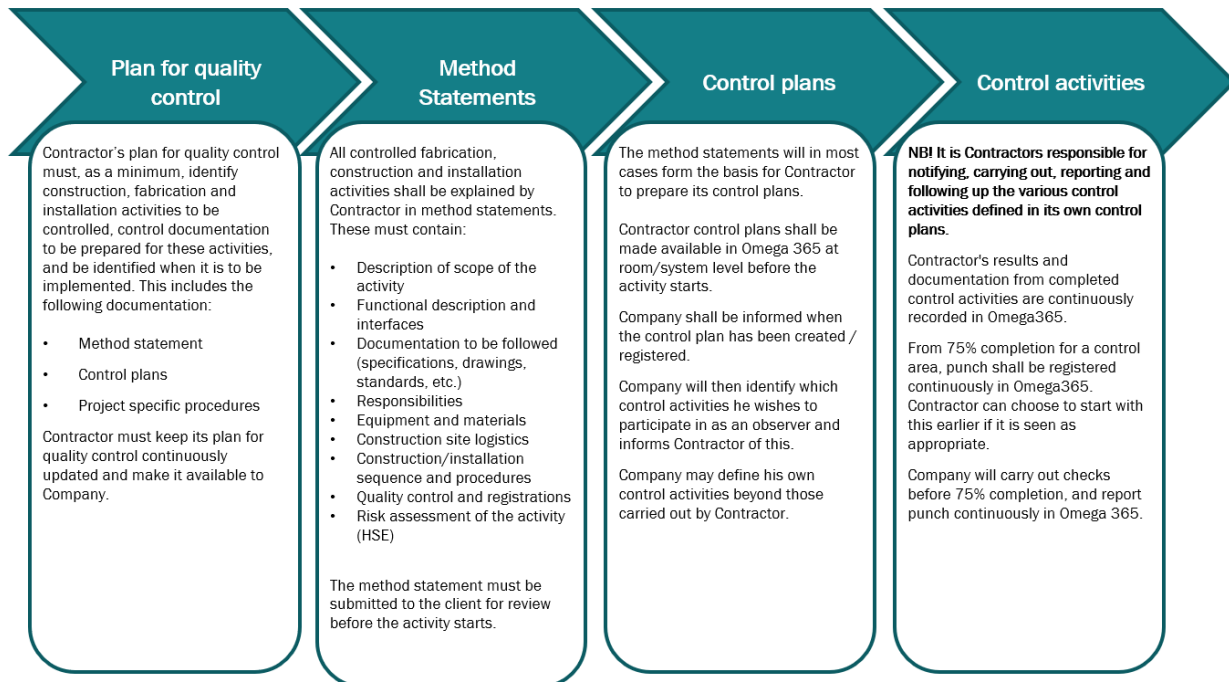


Figure 4.3.1: Process for quality control

When carrying out control activities, Contractor must notify Company if this has been identified in the control plan. The notice must be given in a reasonable time before the control activity is to be carried out so that Company has the opportunity to act as an observer. The notification must be made electronically.

When the Contractor carries out control activities, it is his responsibility to carry out, report and follow up the various controls afterwards. The results and documentation from the controls must be continuously registered in Omega365.

The process for Company's quality control also applies to fabrication control for procurement.

In the process for systematic completion, control points have been included, where a thorough review of the completion status of the systems shall be carried out. At these control points, a phase transition is marked where certificates are issued if they are passed. Documentation and results from the quality control will be reviewed at the control points, and there are requirements for the punch correction and close out on what can be transferred into the next phase. The control points are also implemented as part of the contract's milestones. Towards these control points, there must be conducted controls of Contractors degree of completion, documentation and results from quality control registered in Omega365, and correction and closure of deviation (punch). The process is shown in the figures below, and revert to the document *OSC-SB-O-SD-00008 Strategy for systematic completion of BUT* for a detailed description.

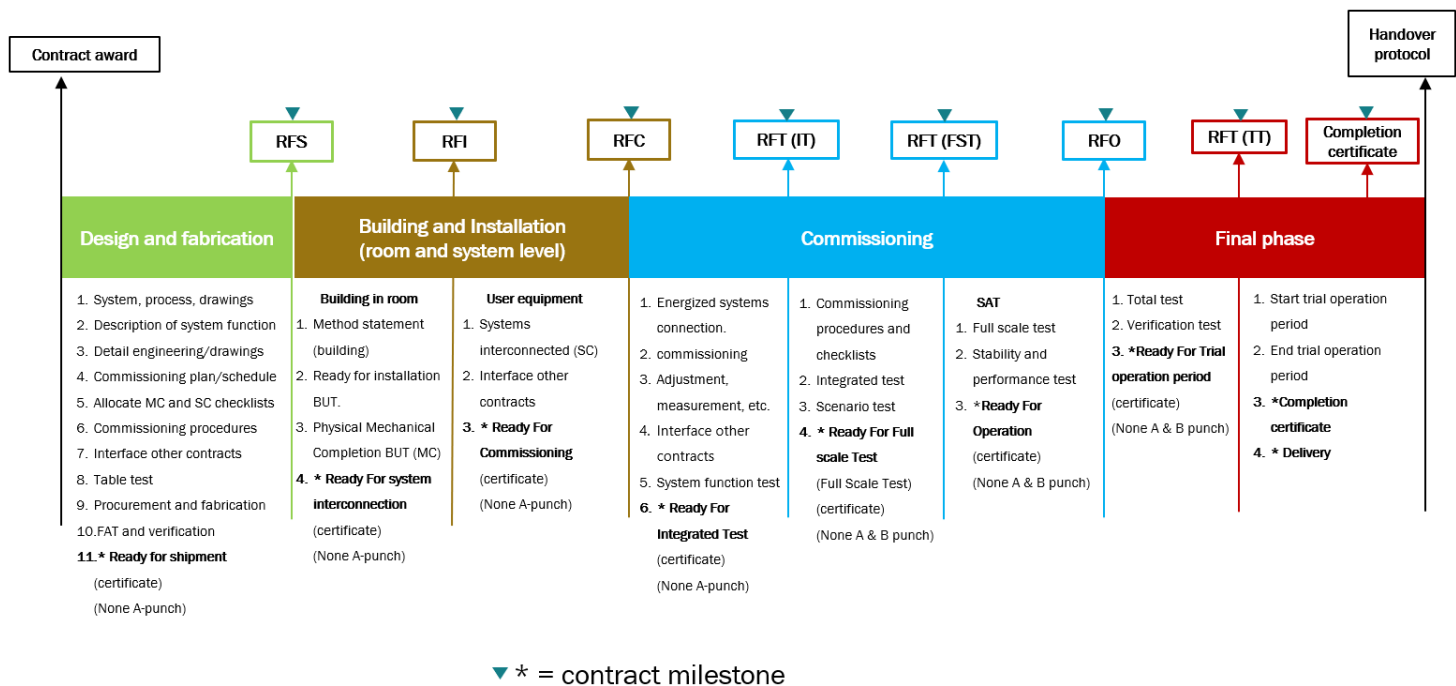


Figure 4.3.2: Process for systematic completion

If there have been discovered deviation from the control activities (punch), this shall be registered in Omega365. When Contractor has reach 75% completion in a phase, punch shall be registered continuously from that point and towards the phase transition. This applies for all phase transitions in the process from Design and Fabrication, Building and Installation, Commissioning, and the Final phase. The project has following phase transitions:

Phase transition	Abbreviation	Issue of	Punch requirement
Ready for shipment	RFS	Certificate	None A-punch
Ready for system interconnected	RFI	Certificate	None A-punch
Ready for commissioning	RFC	Certificate	None A-punch
Ready for test	RFT (IT)	Certificate	None A-punch
Ready for full scale test	RFT (FST)	Certificate	None A-punch or B-punch
Ready for operation	RFO	Certificate	None A-punch or B-punch
Ready for trial period	RFT (TP)	Certificate	None A-punch or B-punch

Table 4.3.1: Requirements for punch rectification at completion phase transition

When registering a punch, the severity must be classified. Two classifications are used:
A-punch A-points are significant errors and deficiencies that prevent completion/testing/functionality and that must be rectified before approval/delivery in the current completion phase. The principle is

they shall have been rectified before phase transition to RFS, RFI, RFC, RFT (IT), RFT (FST), RFO and RFT (TP), after FAT, and before handover.

B-punch are less important deficiencies that do not have the same consequences as A-punch and rectification can therefore be postponed to a later completion phase. The principle is they shall have been rectified before phase transition to RFT (FST), RFO and RFT (TP), and before handover.

If the total number of B-punches for one system appears to be unreasonably high, they will together constitute one A-punch.

In cases where Contractor disputes that Company's registered deficiency is a punch, the punch must be identified in Omega365 as disputed for traceability. It is then Contractor's responsibility to prepare a technical justification for its point of view and call for a review with Company.

When Contractor has rectified and closed the punch in Omega365, the rectification must be verified either physically or with the help of the documentation Contractor has attached.

Contractor must therefore endeavor to attach photos and other documentation from its punch rectification

If Contractor disputes the punch registered by Company, this must be justified in a technical explanation from Contractor, explaining:

- Technical requirements
- List of disputed punches
- Technical justification
- Relevant documentation for the solution.
-

Technical review between parties is conducted. Result of this can be:

1. Company agrees with Contractor's solution. Contractor sends a notice of deviation, and the punch is closed.
2. Contractor accepts punch and carry out rectification.
3. Company does not accept solution, and Contractor does not accept punch. Change order process commence.

Reference is also made to the document *OSC-SB-O-SD-00008 Strategy for systematic completion of BUT* for information on punch management.

4.4 Management and control documents

A brief overview of the governing documents prepared by the OSC, and which govern the project execution, is given here.

Title	Description	Applies for
Management document for Ocean Space Centre	The governing document for the project, and shall clarify the project's goals, framework and implementation strategies.	Company
Quality plan (This document)	Complements the management document and specifies responsibilities, guidelines and processes for management and follow-up of quality.	Company and available for Contractors
Plan for risk management	Describes how the project will conduct continuous risk management	Company
Company's control plans	Tool for checking the quality of work. Company shall verify that Contractor complies with the requirements for quality control of its scope of work	Company
Administrative procedure	Specifies administrative contract provisions for interaction that are intended to be common to all contracts.	Company and Contractors
HSE plan	Describes requirements and duties in accordance with the Construction Client Regulations.	Company and Contractors
Environmental plan (MOP)	Company follow the standard NS 3466 for the environmental plan. Environmental objectives and environmental requirements are described in the MOP.	Company and Contractors
Action plan digitization Ocean Space Center	Specifies principles, guidelines, and requirements for digital interaction for the entire project up to handover.	Company and Contractors
Strategy for systematic completion of BUT	Specifies methodology and requirements for systematic completion for the project.	Company and Contractors
Quality follow-up strategies	Specifies guidelines for how the contract's quality follow-up is organized and carried out.	Company

Table 4.4.1: List of governing documents adapted to the project

4.5 Document management

The project uses Omega365 for document management. This includes the creation of delivery plans and the delivery of documents from the design group and Contractors. The project's process for creating, reviewing, and approving documents is described in the document *OSC-80-SB-Q-MA-00002 Manual for dokumentregister i Omega365*.

When creating of new and revision of existing documents, the project's document coding system must be used. For more information on this subject revert to document *OSC-80-SB-Q-MA-00003 Code-manual - Document Numbering Format - Administrative and technical documents - Project OSC*.

5 OBJECTIVES AND GUIDELINES FOR QUALITY MANAGEMENT

5.1 Quality objectives and reporting

The following operational quality targets have been set for OSC:

- *The project shall have no technical deviations of importance to the functionality for the buildings and user equipment, which have not been managed and approved by the users.*
- *The project's control of the execution must be documented with traceability for compliance with requirements and tolerances for the buildings and user equipment.*
- *The project shall continuously register and rectify deficiencies, and when the buildings and user equipment have completed the trial operation period, there must be no outstanding rectification.*
- *The project must have received all DFO documentation when the buildings and user equipment are ready for the trial operation period so that this can be used for training of operating personnel and users.*

The status of the quality objectives shall be reported on a monthly basis.

Contractors reporting routines are described in the contract's administrative procedure.

5.2 Quality follow-up strategies

In the follow-up of Contractor, it is important to be conscious on what role the project has as the Company, and what role and responsibility Contractor has based on the form of contract entered into. Follow-up strategies must therefore be drawn up for each sub-project that provide guidance on how the contracts that fall under these are to be followed up by Company.

The follow-up strategies must be updated during the course of the project based on needs and risks, and must state as a minimum:

- Critical success factors for the project and deliveries
- Risk-based follow-up with priorities
- Overall control plan and methods for follow-up and control of Contractors execution
- Resources and roles necessary for the follow-up
- How the interfaces are followed up and support to Contractor
- How the users are involved in the follow-up

If it is seen as appropriate from the perspective of complexity and scope, the follow-up strategies can be broken down at contract level.

The sub-project manager is responsible for preparing the follow-up strategies and they shall be approved by the project manager.

5.3 Start-up meetings and meeting structure

A start-up meeting with Contractor must be held.

Contractor is responsible for conducting start-up meetings with its subcontractors/vendors.

The meeting structure will be specified and agreed in each individual contract Company enters into with a Contractor.

5.4 Contractor's Quality Plan

Contractors' Quality Plan must be project-specific, describe the project's deliveries and ensure compliance with contractual requirements.

Company's requirements for Contractor's quality system and project-specific quality plan are described in "Amendments to Orgalime-SI14" for overseas procurement of goods.

The contractor's quality plan and control plans must be approved by Company and used in the follow-up of deliveries and in the quality management of the project.

The contracting party's control plans and control activities must be drawn up and documented in Omega365.

6 NOTICE OF DEVIATION AND CHANGE ORDER MANAGEMENT

The processes for reporting and processing Notice of Deviation and Change Orders are described in the contract's administrative procedure and workflow have been created in Omega365 in accordance with OSC-80-SB-O-SD-00007 Action plan digitization Ocean Space Center.

Contractor must describe a system for the prevention and correction of deviations in its project-specific quality plan.

7 AUDITS

Company will conduct QA review Contractor to check compliance with requirements. The QA reviews shall ensure continuous improvement for Statsbygg and Contractor.

The project's audit program will be drawn up every six months and identify Company's KS reviews, Company's audits for specific activities where there is a high risk of requirements not being met, and the Contractor's audits.

Contractor must submit to Company its audit program every six months and share it without no delay if there are any changes to it in between. Company will act as an observer at Contractor's audits and based on the context of the audit will Company's Sub-project Manager, in cooperation with the Quality Manager, decide upon personnel to participate.

On a general basis, Company's audits towards specific activities will be reduced if Contractor has a comprehensive audit program for its scope of work.

8 ATTACHMENTS

None