

AVINOR AS

Appendix D

Administrative and ethical provision

Table of Content

1	Project organization.....	3
1.1	Purchaser's Project organisation	3
1.2	Contractor's Project Team.....	3
2	Quality Management	3
2.1	General	3
2.2	Risk Management	4
3	HSE and External environment requirements	4
4	Planning requirements	4
4.1	Time schedule.....	4
4.2	Time schedules/plans to be submitted by Contractor.....	5
5	Meeting requirements	6
5.1	General	6
5.2	Weekly meeting	6
5.3	Start-up meeting(s).....	6
5.4	Construction Meetings.....	7
5.5	Other meetings	7
6	Correspondence and communication	7
6.1	General	7
6.2	Project support tool	7
7	Documentation	7
7.1	General	7
7.2	Equipment and ID numbering	8
8	Interface requirements	8
8.1	General	8
9	Design Phase.....	8
9.1	General	8
10	Construction phase	9
11	Preliminaries.....	9
11.1	General	9
11.2	Airport procedures	9
11.3	Access to the airport/ red zone	9
11.4	Delivery Services.....	10

List of sub appendices and supporting documents:

- Appendix D3 The Contractor's organizational chart
- Appendix D4 The Contractor's personnel and job description
- Appendix D5 Requirements for HSE and fire safety
- Appendix D6 External environment and use of materials
- SHA plan

1 Project organization

1.1 Purchaser's Project organisation

Function	Name	Telephone (+47)	E-mail
Project Manager	Alexander Terje Larsen	913 94 177	alexander.terje.larsen@avinor.no
Lead radar engineer	Thomas Østvang	922 11 958	thomas.ostvang@avinor.no
Maintenance engineer	Tom Richard Vikan		Tom.Richard.Vikan@avinor.no

In addition to the assigned team above, other personnel will be involved at a later state.

1.2 Contractor's Project Team

Organization chart for the Contractor's project organization, specifying all key personnel, shall be described in:

Appendix D3 Contractor's organizational chart

1.2.1 Competence and roles of Contractors key-personnel

The Contractor shall ensure continuity of the Contractor's organization and provide qualified and experienced personnel to the level which is described Appendix D4 - The Contractor's personnel and job description in addition to system tools and support facilities necessary to plan, execute and complete the Work in a timely and efficient manner.

The Contractor's personnel must satisfy the professional requirements for the work (e.g. electrical certificate) and have the personal qualities that fit into the Purchaser's environment when working at Purchaser's premises / facilities. If the Purchaser finds lack of compliance, the Contractor shall, within 1 week of the written request from the Purchaser, provide qualified replacement personnel.

The Contractor's shall provide all necessary information about the qualifications of the personnel to be used during the Contract.

The Purchaser's approval of the Contractor's organizational plan does not exempt the Contractor for the full responsibility for quality and capacity in his organization.

Job descriptions with responsibility and authority for all important functions ("key functions") in the supplier's organization is described in:

Appendix D4 The Contractor's personnel and job description

1.2.2 Manpower plan

The Contractor shall provide a man power plan for all work at the Purchaser's premises. The man power plan must show the number of personnel for different functions and periods. During the execution of the contract work, the man power plan must be revised continuously in the event of changes.

2 Quality Management

2.1 General

The projects at Oslo airport will be executed while the airport is in full operation and shall be executed in such a way that the project does not cause accidents or operational disruptions. Expectations from passengers, airlines, users and owners of reliable and efficient operations are the basis for all executions.

These are goals that set stringent requirements for a well-managed execution of works, both in terms of quality in work processes and in the deliveries.

At the start of the contract work, the contractor must systematically review the contract documents and reveal specific requirements, so that the contract requirements are incorporated into the project-adapted quality system for practical use and shall submit a Quality plan describing this.

2.2 Risk Management

The Purchaser will carry out risk assessments for the assignment together with the Contractor and other contractors. These risk assessments and associated mitigations are not necessarily exhaustive.

The contractor must make independent risk assessments for the assignment. These must be implemented in the contractor's HSE plan. The plan shall include, among other things, an assessment of risk and associated mitigations related to:

- Contractors own construction activities
- Safety and security
- Fire safety
- External environment
- HSE, including safe job analysis

To identify hazards and clarify measures that must be taken at the construction site to avoid accidents or other undesirable incidents, the contractor shall carry out safe job analysis (SJA) prior to initiating special work operations or at work that may pose a particular risk of accident.

Documentation of the contractors' review of risk-mitigation measures shall be handed over to the Purchaser before the start of the relevant work tasks / activities and on an ongoing basis during the contract period.

All parties associated with the assignment shall provide ongoing feedback to the Purchaser or Coordinator Execution (KU) on any for the execution of any new risky events.

3 HSE and External environment requirements

HSE (Health, Safety and environmental) and External environment requirements is stated in the following appendices.

- Appendix D5 - Requirements for HSE and fire safety
- SHA plan
- Appendix D6 - External environment and use of materials

4 Planning requirements

4.1 Time schedule

4.1.1 Tender

The Contractor shall provide a time schedule/progress plan according to a model that ensures proper and structured processing of the delivery.

The model must be set up according to the project's phases with necessary "milestones", include the Purchaser's Milestone's in Appendix C and any applicable requirements from Appendix A.

The time schedule must at all levels be possible to display as a Gantt chart with a start date and remaining duration.

The time schedule must contain the following key points:

- Purchaser's and other important milestones
- Start and due dates for all activities
- Design and engineering
- Production
- Transportation
- Delivery of Equipment
- Installation Work
- Tests
- Documentation

4.1.2 Start-up schedule

The Contractor shall in addition detail the start-up showing the planned activities for the first two months. This must include start-up activities of both a physical and administrative character. This includes activities for schedules, administrative deliveries, meetings and activities related to design process and requirement analysis.

4.1.3 After award of contract

During the first weeks after award of contract several planning meeting must be expected to be held before the time schedule are detailed and frozen as a deadline.

Other planning meeting will also be held to ensure a cost-effective progress of the execution. E.g. detailed installation plan will be planned some few months before actual start, even though a more high-level plan is available at the tender/award of contract.

The Contractor must incorporate reasonable float in his Time Schedule, and in all subsequent schedule revisions account for float and critical path and how this develops in connection with schedule revisions. In addition, the Contractor shall take into consideration the working hours, weekends and national holidays, both from the Contractor's and Purchaser's side.

4.2 Time schedules/plans to be submitted by Contractor

The following table summarizes the administrative plans and time schedules that are to be submitted by the Contractor, more plans can be added depending on the Contractor's approach.

Time schedules/plans to be submitted	Submitted with tender	Submitted/ Updated	Comment
<u>The Contractors Time schedule</u>	X	Within M1 - Administrative submission	The time schedule must be developed Within M1 - Administrative submission period in cooperation with the Purchaser.
<u>Document plan</u>		Within M1 - Administrative submission	Document plan is a register/table with submission deadlines for documents that are grouped in appropriate work packages.
<u>Quality plan</u>		Within M1 - Administrative submission	For assuring quality, cf. Appendix D
<u>Contractors HSE plan</u>		Within M2 – first version of design	To be developed based on Purchasers SHA plan and in compliance with regulation regarding internal control.

<u>External Environment plan</u>		Within M2 – first version of design	On how the Contractor handles environmental issues, cf. Appendix D6.
<u>Test and verification plan</u>		Within M2 – first version of design	Cf. Appendix A.
<u>Training plan</u>		No less than 2 months before training	Structure, content and target groups for training, cf. Appendix A
<u>Main equipment list (HUL)</u>		Within M2 – first version of design	List with overview of the contract's equipment deliveries.
<u>Waste management plan</u>		First revision before end of M3 -Completion of detail design	Cf. Appendix D6. Must be approved in due time before installation start-up.
<u>Emergency response plan</u>		First revision before end of M3 -Completion of detail design	Cf. Appendix D5

5 Meeting requirements

5.1 General

The Contractor's relevant project members shall participate in all necessary workshops, design meetings, progress meetings, construction meetings, contract meetings and health and safety inspections.

The meetings will primarily be conducted on Teams, but workshops, surveys and other meetings where it would be favourable of physical presence it shall be at the Purchaser's premises, Oslo Airport Gardermoen. With the exception of FAT.

The Purchaser will in general summon, lead and write minutes of meeting.

All meeting participations are included in the delivery. The following meetings are expected:

5.2 Weekly meeting

The purpose of the weekly meeting is to actively steer the project and touch up on all the topics of the project. It intends to be a one-to-one between the PMs, but core team members can attend as desired/needed. This meeting is the red line through the project and minutes will be delivered from each one.

5.3 Start-up meeting(s)

The purpose of the meeting(s) is to guide the Contractor through selected topics. To be completed in advance of the project's main phases (Start-up/Design phase/engineering, construction and testing/commissioning) with a purpose of clarifying:

- Contract review
- Documentation requirements
- HSE plan
- Administrative routines
- Interface
- Practical conditions at the site
- Progress Plan

5.4 Construction Meetings

Regular construction meetings will be held on site, with basis in the construction tasks. Usually, every 7 days unless otherwise agreed, with participants from the Purchaser, the Contractor, other contractor's and advisers.

5.5 Other meetings

In addition, other meetings not mentioned above, where the Contractor must participate can/will be required. E.g.:

- Professional/Technical meetings/workshop
- Special subject meetings
- HSE and external environment coordination meetings

The different meeting forums will not necessarily be active throughout the project period but will have varying duration and intensity depending on the needs in the different phases.

6 Correspondence and communication

6.1 General

All formal notifications, correspondence, invoicing and other communications between the Contractor and the Purchaser shall be done between the personnel specified as project manager and sub-project manager.

All claims and other notices to be given in accordance with the provisions of the Contract shall be given in writing to the representative of the party concerned as specified or as amended after written notice. E-mail is considered in this context as written notice.

6.2 Project support tool

The Purchaser has a project support tool named Omega 365 that can be used to managed anything from communication and HSE to documentation and defect management and follow-up to name a few topics. This is also integrated to the Purchaser maintenance system.

The Contactor will have to use this system, but what exact modules the project will use will be discussed later, possibly in conjunction with the projects start-up meeting. Access to the project support tool will be given by the Purchaser.

7 Documentation

A unique ID number for labelling of technical facilities, equipment, components, structural installations and rooms is important in the Purchaser's systems for maintaining and operating the airport. The identity number is used both in the physical labelling of the equipment and rooms and in the accompanying data and technical documentation.

7.1 General

The Purchaser has specific requirements to project documentation and especially all aspects of Operation & Maintenance (O&M) which the Contractor must adhere to. This will be addressed at the start-up meeting, and the Contractor can expect aid and cooperation from the Purchaser project team to understand and use this system and structure it where needed.

The Contractor shall produce a document register plan (Document plan) stating all documents subject to submission to and approval by the Purchaser. A template for such will be provided by the Purchaser.

All project documents that shall be transferred to Purchaser shall have a front page consisting of a filled in version of the Purchaser's Front Page template, including a unique number according to the Purchaser's procedure. A template for such will be provided by the Purchaser. The Project Platform will be used to manage this.

The Contractor shall make a Main Equipment List (HUL) listing all the equipment objects of the Delivery so that the Purchaser can set the proper labelling structure.

The purchaser has procedures for all of this, but those procedures are only maintained in the Norwegian language. The Purchaser will actively guide the Contractor early on to ensure proper delivery.

7.2 Equipment and ID numbering

All equipment and visible cables etc. shall be uniquely numbered in accordance to the Purchaser's numbering structure, quality and requirements. This number can be in addition to the Contractors own numbering. The Purchaser will aid and declare the number to the Contractor during the Design period. Example has shown below.



8 Interface requirements

This project involves interfaces between many airport/ATC -functions as well as organizations and other stakeholder.

In this context, an interface is defined as a common physical, technical or functional boundary between different organizations and/or products where two or more parties shall agree upon a common solution to achieve a satisfactory result for the systems concerned.

8.1 General

The Contractor is responsible for all interfaces regarding his Delivery and installation.

The Contractor shall undertake interface clarifications with all suppliers/contractors engaged in the project. Contractor shall actively search for non-defined or loosely defined interfaces and shall immediately inform Purchaser if he identifies interfaces which need to be defined more precisely.

Contractor shall, as part of the Contract, attend interface meetings with other contractors, suppliers and Purchaser. This also includes meetings with maintenance personnel and operational users to clarify design details. Contractor shall ensure that his Work is compatible with the work of other interfacing parties.

More information can be found in Appendix F – The Purchaser's Contribution

9 Design Phase

9.1 General

The purpose of the design phase is to ensure that all requirements are met and all interface/integration clarifications are done.

The Contractor shall attend in workshop and multi-trade design meetings in cooperation with the Purchaser and possibly other Contractors.

Work in this phase shall include, but may not be limited to:

- Definition of all system solutions
- Development of the general system solution pr. sub-system and for the delivery as a whole
- Identification of critical functionality for risk assessment
- Principles for testing of the various systems, including testing of interfaces (special emphasis must be made on IT- and system technical interfaces)
- System drawings and general functional specifications
- Interface identification and solutions including responsibilities
- Principles for identification and labelling of components and equipment

During the Design Phase the Contractor shall produce and provide all needed drawings (arrangement, layout, sections, structures etc.) for the equipment room, radar tower etc. for approval by the Purchaser.

10 Construction phase

The construction work shall be planned and executed in close cooperation with the Purchaser and other Contractors to ensure optimal use of resources, also see 4 Planning requirements.

Prior to the immediate start of the construction phase, the Contractor shall review his construction plan with the Purchaser.

During the construction phase, Contractor shall coordinate his works with other contractors working in the same and adjoining areas, to ensure that no delays are caused to the work of others.

Throughout the whole construction period the Contractor shall ensure that an appropriate number of full-time site supervisors are present at the site to ensure the installation of the delivery is performed with the correct quality.

All work shall be installed strictly in accordance with approved shop drawings, specifications and procedures.

11 Preliminaries

11.1 General

In connection with the installation work, restrictions and requirements will be placed upon the Contractor regarding facility areas, establishment and use of roads, storage areas, access, parking, accommodation and access control.

Facility areas, areas for transport and access, traffic areas, storage areas, parking areas etc. may change up until or during the installation period.

11.2 Airport procedures

Oslo Airport has a set of procedures, rules and regulation which any Company performing work at the airport must adhere to. Examples of relevant procedures can be

- Movement restriction on the airtides red-zone.
- Regulations for hot works
- Regulations for using high-visibility clothes and helmet on construction site
- No smoking within the red-zone

The Contractor shall always adhere and respects these procedures. Through mandatory courses as part of acquiring ID card as well as preparation meetings with trade foreman's etc. much of these will be clarified in due time.

11.3 Access to the airport/ red zone

The works will be carried out in the red zone, which have a high degree of security and restricted access.

Personnel who will be working within areas covered by the red zone shall obtain valid Avinor ID cards. Visitor cards are not an option for this work. Application is done by following the below link:

<https://eks.avinor.no/en/Form/home/auth/?formCardType=2>

11.4 Delivery Services

See KOLEMINI for general requirements.

11.4.1 Labelling

Unambiguous labelling of each unit is essential. Contact number, sender's name, address and contact person must be clearly visible on each unit.

For all deliveries documentation providing Contract number, sender and recipient's name, address and contact person(s) as well as delivery content and delivery destination must be included.

11.4.2 Transportation restriction

The Contractor has a duty to investigate any transportation restrictions along the entire transport route and for staying within these transportation restrictions.

The Contractor is free to choose haulage contractor. It is however important that the haulage contractor is notified regarding conditions and restrictions on site. The goods will be delivered to an operational airport site with limited access and limited aid regarding unloading and internal transportation. In case special services are required, the Contractor must inquire the Purchaser regarding this not later than 30 days prior to the expected delivery on site.

Limited access means that goods must be delivered during a limited time window or during a defined period.