

**INTEGRATED MANAGEMENT SYSTEM (IMS)
OF THE ILF-GROUP**

IMS-BROCHURE

23.05.2022

BG0001 | Revision 14

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FOREWORD

ILF Consulting Engineers always endeavours to precisely analyse the requests and needs of its clients and to subsequently provide fully optimised, state-of-the-art services. Clients are provided with the best possible service by this focusing on their needs and our continuous efforts to achieve the highest possible quality and safety standards.

The Integrated Management System (IMS) of the ILF Group is a key element in these efforts. The IMS contains, in addition to this IMS Brochure, the IMS Manual intended for use by employees of ILF. The IMS Brochure provides a quick overview of the IMS manual. Every company within the ILF Group is also free to develop additional IMS documents which are adapted to the specific needs of the particular company.

The IMS comprises the subjects Quality Management, Health, Safety and Environment, Compliance, Project and Knowledge Management.

The IMS is the ILF Group's management instrument and designed to make work easier for all employees. The standardisation of processes and designations, and the clear definition of responsibilities and communication channels will simplify project work and facilitate and encourage cooperation between employees from various departments and companies of the ILF Group.

The IMS was introduced in the ILF Group in February 2003. It is the explicit request of the ILF Group that all employees apply the IMS in their daily work. This also means that the IMS is revised and updated regularly in every area where this is practical and necessary. In order to continually optimise in-house work processes, a suggestion scheme has been incorporated for the submission of improvement suggestions. The IMS has been continuously updated since its introduction in 2003. Wherever necessary, improvements have been incorporated in the processes, drawing on the significant contribution by all employees. It is intended to update the processes continuously as necessary.

The IMS is process-oriented and complies with the requirements of the international standard ISO 9001 (edition 2015), ISO 14001 (edition 2015), and ISO 45001 (edition 2019)

Munich/Innsbruck, May 2022

For the ILF Group



Klaus Lässer



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1 THE ILF GROUP – A SHORT DESCRIPTION

The ILF Group consists of a number of internationally active engineering and consulting companies which were created from regional branches of ILF. The core task of the Group is to provide the best possible support to its clients during the development and implementation of major industrial and infrastructure projects. At present, the companies of the ILF Group have a workforce of more than 2,000 highly qualified employees in various technical disciplines at offices in over 40 locations in various countries. To date, more than 6,000 projects have been completed successfully in over 100 countries for clients from the public and private sectors.

Since all member companies of the ILF Group are completely privately owned, the ILF Group is totally independent of construction companies, manufacturers' interests and banks. It can therefore act in the sole interests of its clients.

The business activities of the ILF Group comprise four main business areas:

	Oil, Gas & Industrial		Energy & Climate Protection
	Water & Environment		Transport & Structures

The directors of the Group Management Board manage and coordinate the subsidiaries and branches assigned to them both in a technical sense and with respect to business development activities.



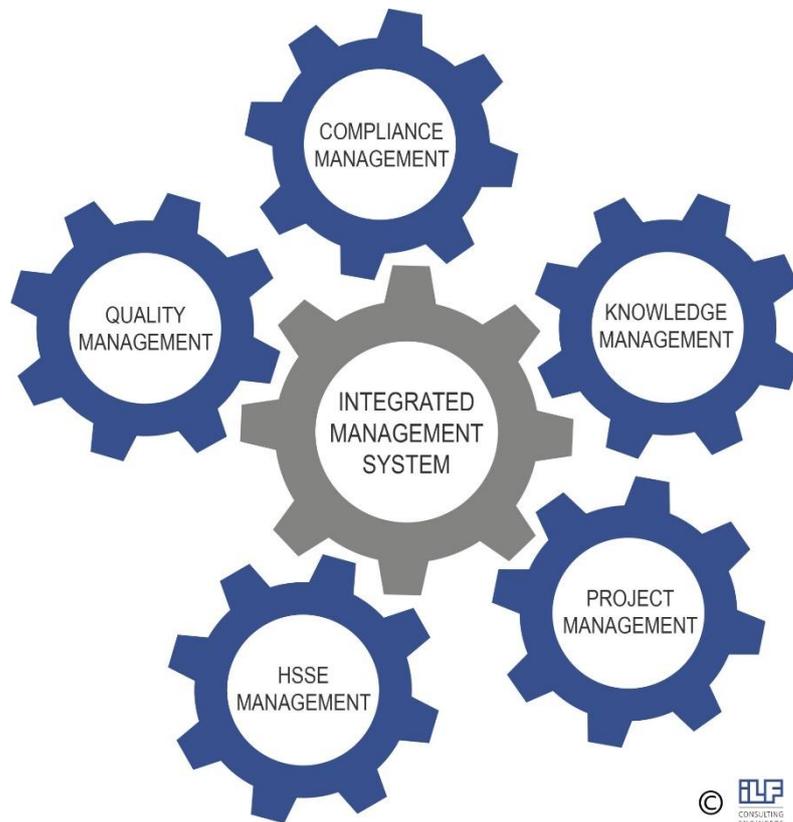
2 IMS – AN INTEGRATED MANAGEMENT INSTRUMENT

2.1 WHAT DOES IMS STAND FOR?

The abbreviation "IMS" stands for the **Integrated Management System** of the ILF Group, which combines a quality management system, a safety, security, health protection and environmental management system, as well as a compliance management system, a knowledge management system and a project management system.

The Integrated Management System (IMS) is divided into interdisciplinary processes which describe the proven work processes with which ILF employees must comply ("standard ILF practice"). By applying the IMS in various work processes, it becomes a management instrument for both the ILF Group and the individual companies of the ILF Group.

Figure 1: Integrated Management System



The IMS also ensures that the company conforms to the requirements of international standards ISO 9001 (edition 2015), ISO 14001 (edition 2015) and ISO 45001 (edition 2019).

The IMS is primarily regarded as a work aid for all ILF Group employees. By standardising processes, structures and designations, cooperation between employees from different departments and/or companies of the ILF Group in joint projects will be facilitated and promoted. Clearly defined responsibilities and distinctly arranged interfaces are of prime significance in this process.

2.2 WHICH TARGETS ARE PURSUED WITH THE IMS?

The IMS of the ILF Group helps to achieve and continually improve the following ILF strategic targets.

- **QUALITY**
 - a) Convincing clients through high-quality work, reliability, faithfulness to deadlines and integrity.
 - b) Continuously optimising individual performance in order to serve clients even more effectively and efficiently.
 - c) Securing and expansion of qualitative market leadership in the main business areas of ILF.
- **SAFETY, SECURITY AND HEALTH PROTECTION**
 - a) Safety, security and protection of health of our employees and third parties have top priority.
 - b) The inevitable risks caused by business activities are reduced as far as possible by means of preventive measures.
- **ENVIRONMENT**
 - a) Endeavours to gain social acceptance, sustained benefits and long-term environmental compatibility of planned buildings and plants.
 - b) Reduction in the environmental impacts to a minimum.
- **COMPLIANCE**
 - a) Ensuring compliance with the respective compliance requirements by means of an effective Compliance Management System that is constantly updated.
 - b) Adopting preventive measures that help avoid and identify violations against compliance requirements, and taking effective corrective measures.
- **KNOWLEDGE MANAGEMENT**
 - a) Developing new areas of knowledge and competence and maintaining and enhancing existing areas of knowledge and competence in line with current market requirements and strategic goals.
 - b) Achieving an increase in efficiency and ensuring the quality of the services rendered by ILF is up to standard.
- **PROJECT MANAGEMENT**
 - a) Striving for Engineering Excellence and efficient project management through a systematic approach to project management that is based on recommended practices and standards published by the Project Management Institute (PMI).
 - b) Ensuring that this system can be fully tailored to the clients' needs.

2.3 HOW DID THE IMS ORIGINATE?

In 1996 ILF introduced a quality management system and was certified according to the international standard ISO 9001, edition 1994.

Due to the modified requirements of the revised international standard ISO 9001, edition 2000, it was necessary to revise the quality management system. During the revision, the main focus was on improving the structure of the administrative processes, i.e. the related work processes.

During the handling of major international projects, it was also ascertained to an increasing extent that large institutional clients, in particular, attached great importance to the areas of safety and health protection. In addition to the corresponding regulations within each organisation, related expectations of the different contractors are also formulated. Out of the desire to protect its own employees and in the knowledge of the best possible cooperation with these clients, ILF also developed a safety and health protection management system.

In order to attain the superordinate goals of ILF regarding a permanent positive influence on our environment through the work of ILF, the requirements of an environmental management system were also formulated.

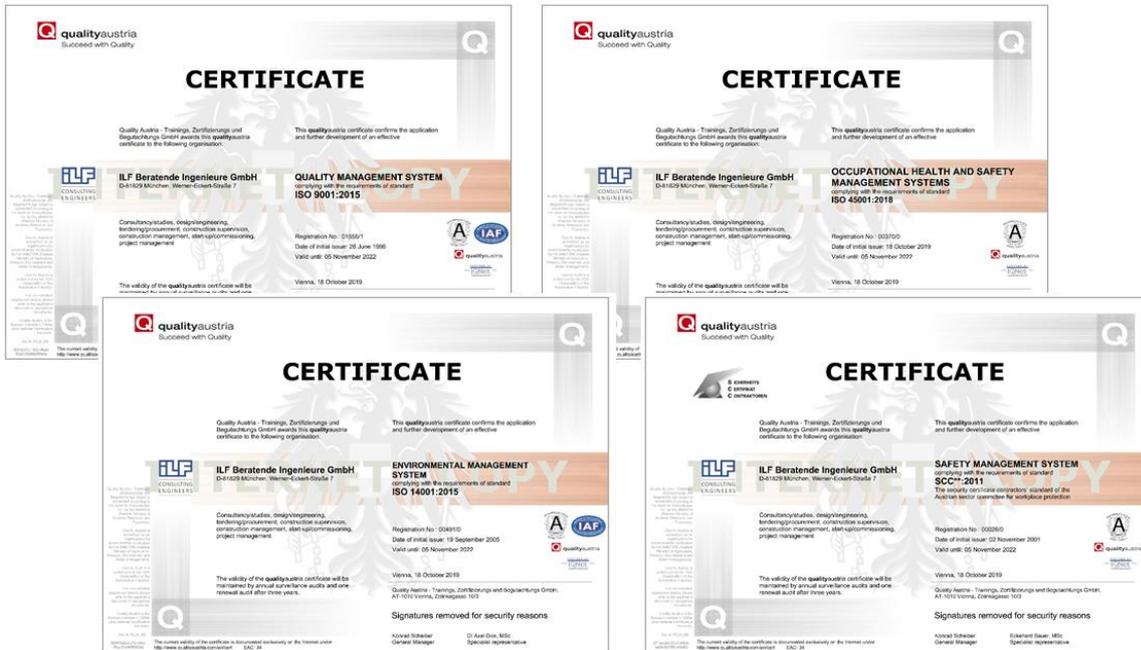
Three independent management systems have been replaced by a single Integrated Management System (IMS) in the ILF Group.

In 2017 the systems for compliance, knowledge and project management, which had been developed in parallel, were implemented.

Until now the IMS of the companies of the ILF Group is certified in accordance with ISO 9001:2015. Several companies of the ILF Group are also ISO 45001:2019, SCC** and ISO 14001:2015 certified.



Figure 2: Selected ILF certificates



3 STRUCTURE OF THE IMS DOCUMENTATION

The IMS of the ILF Group comprises this IMS Brochure, the IMS Manual and additional company-specific IMS documents prepared by the individual ILF companies in agreement with the ILF Group.

The **IMS Brochure** is an integral part of the Integrated Management System of the ILF Group. The IMS Brochure (Level 1) clearly and concisely explains the basic principles, structure and targets of the IMS, and is thus suitable for distribution to clients, clients and other third parties.

The latest version of the **IMS Manual** (Level 2) is available in the ILF Intranet and can therefore be accessed by all employees.

Every IMS process consists of a process description.

This process description is a text and describes the respective process sequence in detail. Where applicable, the description is divided into individual process steps, which usually correspond to a chapter in the description.

The responsibilities and accountabilities for the individual process steps are summarised at the end of each process step in a so-called **RACI matrix** (responsibility matrix). Here, the responsibilities/accountabilities are shown, in addition to being described in the text, for a better overview:

R	A	C	I

R A C I stands for Responsible-Accountable-Consulted-Informed and in the context of the IMS is to be understood as follows:

R – Responsible: who is responsible for carrying out the task

A – Accountable: who is responsible for a decision and/or approves the task

C – Consulted: who supports/advises on the implementation of the task (specialist experts, third parties not directly involved in the implementation) or is involved in the task

I – Informed: who will be informed about the results of the task

The respective roles, such as project manager, senior management, etc. are entered in the RACI matrix.



Figure 3: IMS contents

Level	Document type	Application	Applicability	
			Overall ILF Group	Individual ILF company
1	IMS brochure	Summary of the IMS for forwarding to clients and third parties	✘	
2	IMS manual <ul style="list-style-type: none"> • Process descriptions • Checklists • Samples 	Within ILF only	✘	
3	More extensive company-specific IMS documents <ul style="list-style-type: none"> • local guidelines (e.g. Employee Manual) 	Within ILF only		✘

Each company of the ILF Group is free to prepare **further company-specific IMS documents** in which specific work processes are described in more detail for the special purposes of this company. Prior to the release of these documents, coordination and acceptance with the ILF Group must be performed. Compliance with these documents is obligatory in the companies of the ILF Group which produced them; in other companies of the ILF Group the documents may be used as templates or specimens.

Continuous improvement of all documents is a central element of the IMS. Consequently, individual processes will also be improved and updated depending on the knowledge and experience acquired during the application of these processes. Each process is therefore provided with its own revision number which can be seen in the top right corner of each document.



4 SUBJECT STRUCTURE OF THE IMS

4.1 PRINCIPAL PROCESS GROUPS

The individual processes of the IMS have been logically divided into three principal process groups and then further into several process groups in order to make it easier to find individual processes. The Principal Process Groups are defined below.

1. Management

The first Principal Process Group entitled “Management” comprises all the processes which are required to manage and control the ILF Group and the individual companies of the ILF Group. The main components are corporate philosophy, corporate strategy, business planning and representation of the organisation of the ILF Group and the companies of the ILF Group. Furthermore, the safety-related processes for the office premises in which the companies of the ILF Group operate have been included. Finally, the core subjects for environmental protection are included with respect to the office infrastructure.

2. Service Performance

The second Principal Process Group entitled “Service Performance” lists all processes that are required for the operational business activities of the ILF Group. The range of subjects in this Principal Process Group extends from determination of the client’s needs within the framework of the marketing and business development process group and contracting through to the project processing process group. The necessary activities for internal administration of the projects have also been included. The “foundations” of the various work steps are formed by the processes for project processing, as well as safety and health protection of employees and safeguarding of environmental compatibility in different work activities.

3. Resources

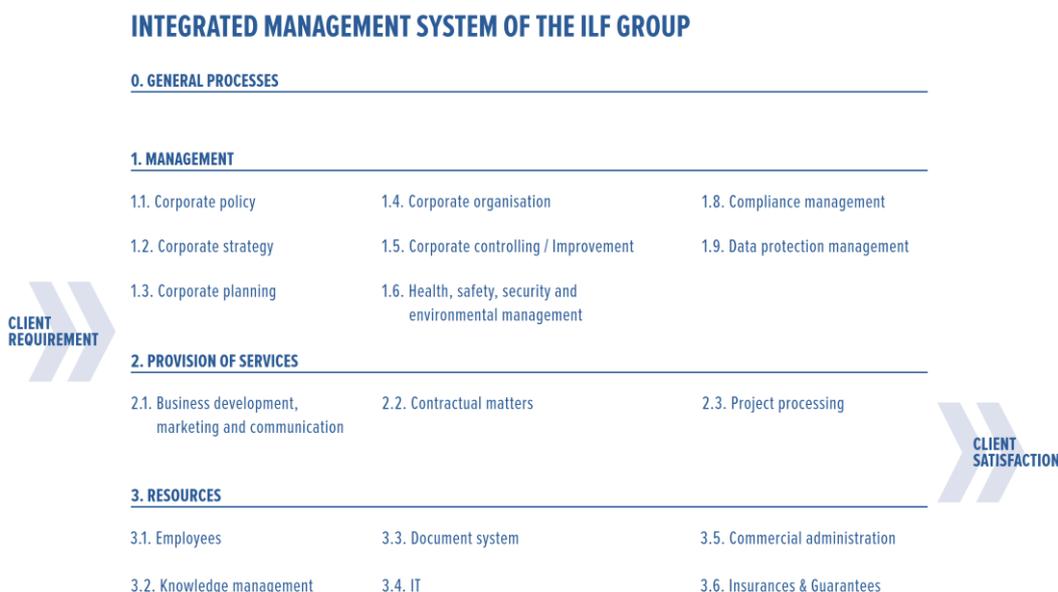
The Principal Process Group entitled “Resources” includes all process groups which are significant prerequisites for actual performance of the services. In addition to the “Employees” process group, this group also includes Knowledge Management, Document Administration, IT and Commercial Administration.

The overview below describes the **IMS Process Model** and shows the structure of the principal process groups and subordinate process groups.



4.2 IMS PROCESS MODEL

Figure 4: IMS process groups



5 AREA OF APPLICABILITY

The IMS is binding on all companies in the ILF Group. The additional company specific documents prepared by individual companies of the ILF Group only apply to those particular companies. If necessary, however, they can also be employed by all other companies.

6 CONTINUATION AND RELEASE

Prime responsibility for the IMS and its implementation in the ILF Group is vested in the **IMS Manager** who is a member of the Group Management Board (GMB) of the ILF Group. Each company of the ILF Group nominates out of their management an IMS Manager who is then ultimately responsible for the implementation of the IMS in this company of the ILF Group.

The IMS Group Manager and the IMS Company Managers also nominate one or more **IMS Officers** who provide the IMS Managers with corresponding support regarding updating and implementation of the IMS. The tasks of the IMS Officers are described in the IMS.

The IMS is **released** centrally by means of process PG0002 “Table of contents” signed by the IMS Group Manager. The individual processes in the last revisions shown in the overview of contents are therefore released.

Since the entire IMS Manual is available in the ILF Intranet, the latest revision is available to all ILF employees at all times. Moreover, the current status of all processes can be determined at any time.

Release of the **additional company-specific IMS documents** is the responsibility of the IMS Officer in the relevant company of the ILF Group. Prior to release, these documents must also be checked for conformity with the IMS Manual by the ILF Group's IMS Officer. Released documents will be added to the overview of additional company-specific IMS documents in the IMS Manual by the ILF Group's IMS Officer (Process PG0007).

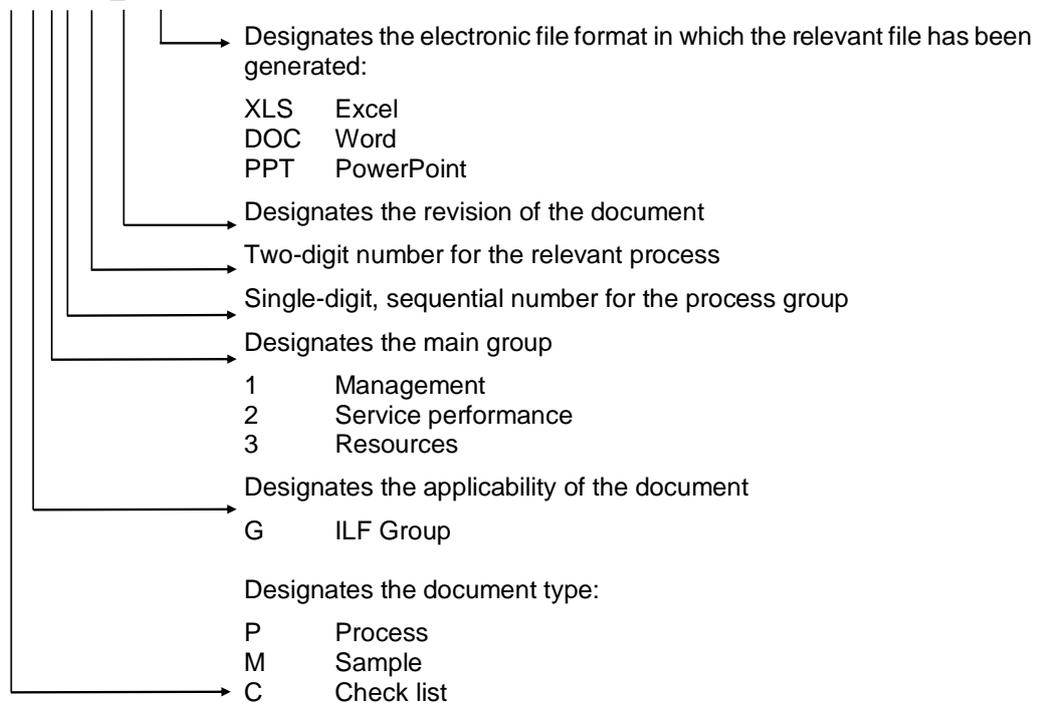
The ILF Group's Intranet also contains an overview of all additional company-specific IMS documents which have been released.

This enables all ILF employees to access these documents.

Appendix 1: Designation of IMS documents

The **designation** of the individual **IMS documents** is regulated as follows:

ABCDEE_F.GGG



Appendix 2: Overview of the processes

PG0002 Table of contents	
Process no.	Process groups Processes
PG0001	Preface
PG0002	Table of contents
PG0003	Abbreviations and term definitions
PG0004	Structure and applicability
PG0005	Administration of the IMS
PG0006	User notes
PG0007	Further company-specific IMS documents
PG0008	Who needs to know which process?
PG0009	Risks and opportunities
PG0010	Overview of ILF Company Codes and Numbers
PG0011	Overview of Internal ILF Project Numbers
1	MANAGEMENT
1.1	Corporate philosophy
PG1101	The ILF Group mission statement
PG1102	Code of conduct
PG1103	Quality policy of the ILF Group
PG1104	HSSE Policy of the ILF Group
PG1105	Sustainability Policy of the ILF Group
PG1106	Leadership Principles
PG1107	Human Rights Policy of the ILF Group
1.2	Corporate strategy
PG1201	Development of strategy for a company of the ILF Group
1.3	Corporate planning
PG1301	Preparation of the financial year for a company of the ILF Group
PG1302	Closing of the financial year for a company of the ILF Group
1.4	Corporate organisation
PG1401	Organisation of the ILF Group
PG1402	Organisation principles of an ILF Company
1.5	Corporate controlling/improvement
PG1501	Key figures
PG1502	IMS system audits
PG1503	Project audit
PG1504	Procedure in the event of errors in ILF services
PG1505	Identification and development of opportunities for improvement
PG1506	Commercial audits
1.6	Health and safety management
PG1601	Workplace evaluation
PG1602	Company emergency plan
PG1603	Evaluation of goods and suppliers with regard to HSSE risks
PG1604	HSSE - Office Activities
PG1605	HSSE - Domestic business trips / business trips to neighbouring countries
PG1606	HSSE - Business trips to remote foreign countries
PG1607	HSSE - Work on construction sites
PG1608	HSSE - Field work
PG1609	Environmental management
PG1610	Environmental protection principles in the planning and erection phase

PG0002 Table of contents

Process no.	Process groups Processes
1.8	Compliance management
PG1801	Principles of the compliance management system
PG1802	Compliance management organisation of the ILF Group
PG1803	Compliance audit
PG1804	Compliance programme of the ILF Group
1.9	Data protection management
PG1901	Data protection management system
PG1902	Data protection guideline for employees
PG1903	Data protection guideline for the management
PG1904	Data protection audits
2	PROVISION OF SERVICES
2.1	Business development, marketing and communication
PG2101	Corporate design
PG2102	Client management/Client satisfaction
PG2103	Project identification up to Go/No-Go Decision
PG2104	Pre-qualification
PG2105	Preparation of a proposal
PG2106	Follow-up of the proposal
PG2107	Internal and external communication
2.2	Contractual matters
PG2201	Conclusion of a contract between ILF and a Client
PG2202	Conclusion of a contract between ILF and a Joint Venture Partner
PG2203	Conclusion of a contract between ILF and a Sub-Contractor
PG2204	Commissioning and Billing between Companies of the ILF Group
PG2205	Conclusion of a Contract between ILF and a Cooperation Partner
2.3	Project processing
PG2301	Project preparation
PG2302	Examination of design base
PG2303	Check and approval of documents
PG2304	Internal project administration
PG2306	Procurement of supplies and services
PG2307	Construction supervision
PG2308	Commissioning supervision (System projects)
PG2309	Project controlling for the client
PG2310	Health and Safety coordination
PG2311	Project completion
PG2312	Warranty period
PG2313	Claim management
3	RESOURCES
3.1	Employees
PG3101	Staff search and selection
PG3102	Introduction of new staff
PG3103	Development and succession planning
PG3104	Human resource planning
PG3105	Staff appraisal interviews
PG3106	Staff development
PG3107	Secondment of employees
PG3110	Employee departure

PG0002 Table of contents	
Process no.	Process groups Processes
3.2	Knowledge management
PG3201	Competence management
PG3202	Core competences
PG3203	Virtual competence teams
PG3204	Documentation of professional knowledge
PG3205	Knowledge Portal
PG3206	Lessons-learned
3.3	Document system
PG3301	Document administration
PG3302	Correspondence administration
PG3303	ILF project filing structure
3.4	IT
PG3401	Procurement and management of software
PG3402	Procurement and management of hardware
PG3403	Development of software
PG3404	Registration and checking of test instruments
PG3405	User rights in IT systems
PG3406	IT Security standards
PG3407	IT Organisation principles
3.5	Commercial administration
PG3501	Incoming invoices
PG3502	Outgoing invoices
PG3503	Cash register
PG3504	Travel expenses
PG3507	Logging hours of work
PG3508	Cost accounting
PG3509	Payroll accounting
PG3510	Accounting
PG3511	Controlling
PG3512	Annual accounts
PG3513	Financial management – cash management
PG3514	Internal control system (ICS)
3.6	Insurances and Guarantees
PG3601	Insurance
PG3602	Bank guarantees



Appendix 3: The ILF Group mission statement

PG1101 | Rev. 4 | 01/10/2021

THE ILF GROUP MISSION STATEMENT



1. CLIENT SATISFACTION

We want to cooperate with our clients as partners and let the superior quality of our work speak for us. That is why it is necessary, at the start of a project, to accurately analyse our clients' needs and wants and, subsequently, to elaborate optimised and state-of-the-art solutions. We exclusively serve our customers' interests and handle them with due discretion.

We strive to continuously optimise our services in order to be able to attend even more efficiently to our clients' needs.

Successful cooperation enables us to build constructive long-term client relationships. Our highly motivated and committed staff play a major role in this process.

2. INDEPENDENCE

We are an independent engineering and consulting firm, whose shares are completely private owned.

Our actions are based on objective considerations. Third parties have no influence on our business policy. We completely reject personal donations.

3. QUALITATIVE MARKET LEADERSHIP

In terms of technological competence and quality of project work, we rank among the top international engineering firms in our principal business areas. We endeavour to further strengthen our leading position in our fields of expertise and to extend it to other areas.

To this end we develop innovative project solutions and pursue optimized and effective work processes which we are constantly improving.

We seek challenging, complex engineering projects at home and abroad that require interdisciplinary design and management services.

We attach great importance to developing and expanding the required specialist expertise by providing regular further training and education programmes as well as by systematically interconnecting the specialist teams across all organisational units.

4. COOPERATION

We assist our clients on site but also make use of the competence and capacities available in the entire ILF Group. We work in an internal network as one team (ONE ILF) and bridge distance, time zones and different cultures. We prioritise the respective benefits for our clients by ensuring the best possible cooperation. We share our expertise, our experience, our resources and capacities and place great emphasis on mutual information and precise communication.

5. GROWTH AND SUCCESS

Since the firm's establishment in 1967 we have been growing both in terms of quality and quantity. Today we are a successful engineering and consulting firm at international level, with diversified services and core competences.

We continue to strive for the controlled growth of our activities in line with market conditions in different, independent business areas despite economic fluctuations.

This growth allows us to maintain a "healthy" age structure of our workforce by additionally creating new jobs for young staff. It also facilitates the development of new and future-oriented business areas.

We measure the enduring success of our services by the quality of the plants and structures designed and realised by us, and consequently, by the lasting satisfaction of our clients!

Economic success is the precondition for the continued existence of our firm and therefore also for that of the workplaces. Our staff strive to handle the assigned tasks in an economical manner to ensure appropriate revenues for our firm.

6. STAFF

We see our staff's specific qualifications, innovative capacity, motivation, experience and commitment as the company's principal assets. Every single employee contributes significantly to the success of the firm and, as a consequence, is partly responsible for the firm! That is why our staff also share the economic success of the firm.

We therefore seek to maintain a long partnership with our staff, characterised by mutual respect, fairness and team spirit. We attach great importance to the safeguarding of jobs on a long-term basis, a motivating job environment and a friendly work climate.

All members of staff are treated equally and have the same opportunities. Discriminations based on ethnicity, religion or gender will not be tolerated.

We also further the professional and personal advancement of each employee by offering challenging tasks and by providing carefully considered and specific continuing education and training programmes.

When hiring new staff we place great emphasis not only on high technical qualifications but also on social competence.

Our code of conduct forms the basis for all actions of our staff and our company.

7. SAFETY AND HEALTH

The safety and health of our staff and of third parties are of utmost importance to us. Our aims in this regard are the prevention of accidents and detriment to persons. That is why we endorse the use of our own specific processes and other safety-relevant regulations. We strive for continuous improvement of our actions with regard to safety and health.

The plants and structures that we plan are designed and realised in line with the safety regulations in force.

8. THE ENVIRONMENT AND SOCIETY

Compliance with laws and directives is an essential basis for our actions.

We work to make certain that the plants and structures that we plan meet the criteria of social acceptance and sustainable benefit. We attach special importance to environmental protection when rendering our services and to long-term environmental compatibility of our plants and structures.

In principle, we only take on design and consulting tasks where we are convinced that we are able to cope with our responsibility under the given boundary conditions.



Klaus Lässer,
CEO

Appendix 4: Code of conduct



PG1102 | Rev. 4 | 01/10/2021

CODE OF CONDUCT



This code of conduct applies to all employees of the companies of the ILF Group as well as to all business activities of all ILF companies and to all countries in which the companies of the ILF Group operate.

1. RESPONSIBILITY

- The senior management and all management employees of the companies of the ILF Group (ILF) are aware of the great responsibility of their actions in respect of their own employees, clients and society as a whole, and therefore always act in accordance with the principles that both society and professional associations expect of a qualified consulting company.
In particular, this includes treating all persons with respect, fairness and sincerity, regardless of position, ethnicity, religion or gender.
- ILF supports and respects the protection of internationally proclaimed human rights within its sphere of influence.

2. QUALITY OF SERVICES

- ILF constantly endeavours to maintain its own specialist expertise at a very high level in its main business areas, in order to develop optimal, sustainable solutions for all tasks entrusted to ILF.
- In order to achieve this goal, ILF implements an Integrated Management System (IMS) for handling all tasks that is subject to continuous improvement.
- ILF only undertakes tasks on the condition that the necessary specialist expertise for handling them can be made available within the various ILF offices.

3. INTEGRITY

- ILF endeavours to meet the interests of its clients to the best of its ability, within the scope of the law and the framework conditions, and in compliance with ILF's own code of conduct.
- ILF treats all information of relevance to projects as confidential. Project-related information will be circulated among third parties solely if the approval of the client in question has been obtained, and only to the extent necessary.
- Enquiries from the press and media concerning individual projects will in each case be passed on to the client in question for further attention, with reference to our obligation of secrecy.

4. OBJECTIVITY

- ILF endeavours to be objective in assessing its own services.
- In the event of a conflict of interest, ILF will pro-actively inform the client concerned and agree on appropriate measures.
- ILF accepts no gifts or benefits that would in any way interfere with the objectivity and independence of ILF.
- ILF offers its services and products only under conditions that do not compromise ILF's objectivity and independence.

5. FAIRNESS

- ILF strives for fairness and professionalism in the way it handles all tasks and work, as well as in the way it competes and collaborates with other engineering companies.
- ILF recommends a quality competition for the selection of consultancy services.
- ILF supports no activities that seek to harm the business activities or reputation of other engineering companies.

6. ANTI-CORRUPTION

- ILF accepts no benefits or gifts, whoever the donor, which are intended to influence the activities or services of ILF and are classified as illegal actions or corrupt practices.
- ILF does not offer or give any benefits or gifts, whoever the recipient, which are intended to influence the prospects of winning contracts or the impact or outcome of ILF's business activities and are classified as illegal actions or corrupt practices.
- ILF accepts and extends invitations to business dinners or other social occasions only to an extent that complies with the customary practices of hospitality in the country in question and at the clients in question.
- ILF distributes corporate gifts only to a reasonable extent and in conformity with the accepted practices of the individual markets and organisations. In the case of corporate gifts, the emphasis is on the symbolic act of giving and the gift's function as a reminder of ILF; the material value of the gifts must be of secondary (minor) importance for the recipient.



Klaus Lässer,
CEO

Appendix 5: QA / QC Policy of the ILF Group



PG1103 | Rev.0 | 01/04/2016

QUALITY POLICY OF THE ILF GROUP



ILF is aware of the fact that client satisfaction is of prime importance for our success and that is why we give the necessary priority to the company's quality management.

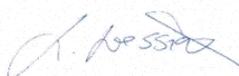
The following principles form integral components of ILF's corporate policy:

- We implement an effective and dynamic quality management system that gives ILF the flexibility to adapt to and manage any kind of engineering project.
- We provide top quality services and solutions that meet the requirements of our clients and other affected parties at all times. We undertake to comply with international standards and to continuously improve the effectiveness of the ILF quality management system in all aspects of our business activities.
- We promote the motivation and satisfaction of our employees and emphasize the importance of individual advancement and organisational improvement by supporting further training and education measures. We know that the satisfaction of our employees contributes significantly to making our services a success.
- We have earned an international reputation for excellence, independence and responsibility that we are proud to maintain for the benefit of our clients. ILF is also committed to strictly following the mission statement of the ILF Group.
- In our projects we pay the greatest attention to social and environmental sensitivity, occupational safety, human needs and applicable laws and regulations.

April 2016



Klaus Lässer,
IMS manager of the ILF Group



Liebgard Wessiak
IMS officer of the ILF Group

Appendix 6: HSSE policy of the ILF Group

PG1104 | Rev.2 | 04/2021



HSSE POLICY OF THE ILF GROUP



The health, safety and security of our own employees and third parties as well as the protection of the environment have absolute priority and shall take precedence over economic success or productivity.

Our goals are:

- a) To integrate Health, Safety, Security and Environmental protection (HSSE) as an important component into our activities, and to make continuous improvement in conjunction with employees* (employees' representatives)
- b) To avoid accidents and damage to the health of employees*, and to prevent occupational diseases.
- c) To prevent environmental and material damage, and adverse health effects for all persons affected by our activities
- d) To give careful consideration to health, safety, security and environmental protection
- e) To take precautionary measures to avert occupational hazards beyond company boundaries
- f) To protect employees*, property, information and company reputation against potential threats
- g) To protect employees from reprisals, when reporting incidents, hazards, risks and/or opportunities
- h) To ensure that our company and our partners comply with all applicable laws and regulations, and agree with our goals
- i) To comply with, support and respect international human rights within our sphere of influence

To achieve these goals, health, safety, security and environmental protection topics are an integral part of the services we render to our clients and when meeting the requirements and concerns of our employees*.

April 2021



Klaus Lässer,
IMS manager of the ILF Group



Seval Burucu
HSSE coordinator of the ILF Group

* Including freelancers, interns, working students, prospective graduates, etc.

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Appendix 7: Sustainability policy of the ILF Group

PG1105 | Rev.2 | 04/2021

SUSTAINABILITY POLICY OF THE ILF GROUP



ILF is committed to corporate sustainability and supports the implementation of the Sustainable Development Goals (SDGs) of the United Nations. ILF is constantly striving to contribute directly or indirectly to reaching the SDGs in day-to-day business activities and when planning and implementing projects and services. In addition to the technical excellence of the services, ILF ensures that economic, ecological and social aspects are in balance in terms of sustainability. The necessary processes are managed in a responsible manner by ILF.

The following goals form an integral part of ILF's corporate policy:

- a) We are living sustainability. Our projects are managed and carried out to the complete satisfaction of our clients, while legal regulations and minimum standards for the benefit of the environment and society are observed.
- b) The SDGs serve as a guide for us to orient our goals and activities towards a sustainable development. In our actions, we ask ourselves where and how we can best contribute to achieving the SDGs.
- c) We consider innovation a key to and a driving force for sustainability. We are constantly striving to implement new solutions in our projects and to point out forward-thinking social, ecological and economic opportunities for a sustainable development.
- d) In our projects we focus on renewable energy systems and energy efficient solutions. Furthermore, we consider it our duty to our clients to develop and recommend technical solutions that use resources efficiently and reduce waste.
- e) We reduce our own ecological footprint by promoting the use of renewable energy in our projects as far as possible, and by putting forward and implementing sustainable transport solutions.
- f) All our offices apply sustainability guidelines to reduce water and energy consumption, waste generation and use of resources.
- g) Climate damaging business trips are reduced as far as possible, and wherever possible, preference is given to climate friendly means of transportation.
- h) We strive to implement standards in our value chain to increase the sustainability of the goods and services purchased.
- i) The continuous expansion of our training and continuing education program and the implementation of measures for the reconciliation of work and family life are important elements of our sustainable staff policy.
- j) Our attitude towards sustainability and integrity is also reflected in our human rights policy.

April 2021



Klaus Lässer,
IMS-Verantwortlicher ILF-Gruppe



Dr. Matthias Huttenlau
Koordinator Nachhaltigkeitspolitik ILF-Gruppe

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Appendix 8: Leadership principles

PG1106 | Rev1 | 04/2021

LEADERSHIP PRINCIPLES



Our leadership principles apply to all managers across all ILF companies. As leaders, we fully commit to

- acting in a way which best represents the interests of the ILF Group (ONE ILF)
- understanding not only what we do, but also why we do it in that particular way
- the protection of health and safety
- compliance



1. LEAD BY EXAMPLE

- a) We embrace the responsibility of the leadership role with energy, conviction and pride, and thereby act as role models.
- b) We live our values of respect, honesty, reliability and fairness every day and hold each other accountable for these.
- c) We engage with our staff with respect, as equals, appreciating each individual and ensuring that we express this with genuine care.
- d) We seek opportunities for personal dialogue and consider excellent communication to be a cornerstone of leading with impact.
- e) We encourage our staff to give us feedback on our performance, and constantly strive for personal improvement and development.
- f) We always act authentically, out of conviction and implement our commitments in a consequent manner (walk the talk)!
- g) We constantly seek “engineering excellence” and look to inspire our staff and clients.



2. TRUST AND EMPOWERMENT

- a) We value the capabilities of our staff and welcome their eagerness to learn and excel. By individually challenging and supporting our staff, we empower them to develop their full potential.
- b) We are coaches to our staff, and ensure that each individual has the information and support they need to excel.
- c) We encourage our staff to assume accountability for their actions, in accordance with their ability and expertise, ensuring that they understand the importance of their individual contribution to ILF's success.
- d) We create conditions which allow our staff to motivate themselves. This includes challenging and meaningful activities, sufficient information and transparency, a good working atmosphere, a professional workplace environment as well as performance-based remuneration.
- e) We make decisions that benefit the company, in an unbureaucratic way and in a timely manner. By clearly communicating these decisions we seek to raise understanding and acceptance.

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- f) When hiring new staff, we look for individuals who are highly qualified in their area of expertise, and also place great emphasis on personality, the ability to work in a team, optimism, flexibility and the willingness to learn and excel.



3. SUCCESS AND EXCELLENCE AS ONE

- a) Whether within an ILF company or between ILF companies, we collaborate as one team and in partnership, to ensure long-term success and our excellent reputation.
- b) We respect different cultures and act accordingly, with due care.
- c) We identify problems, mistakes and conflicts at an early stage and address them openly, and with the necessary social competence, supporting each other to find constructive solutions, and to learn lessons for the future.
- d) We give regular feedback, in the form of constructive dialogue, directly with those concerned. For special commitment and achievements we express our appreciation.
- e) When expressing criticism about the company or representatives, we do so only amongst our peers or our managers in a suitable situation, but not amongst staff.
- f) We actively strive for sustainable economic success, by constantly improving efficiency and effectiveness.



4. BUILDING THE FUTURE

- a) We fully support our clients in their pursuit of success. In doing so, we strive to build solid, lasting relationships, founded on mutual trust.
- b) We focus on change, future challenges and opportunities, remaining confident, curious, agile and flexible, and we never stop learning.
- c) We embrace innovations as opportunities, and push boundaries in order to grow personally and improve our competitiveness.
- d) We actively communicate our vision and strategy, discussing and explaining a clear and tangible path towards an inspiring future.
- e) Success is not measured purely on the basis of economic results, but also by the contribution we make to sustainably improving quality of life.

April 2021

Klaus Lässer,
CEO

Appendix 9: Human rights policy of the ILF group

PG1107 | Rev. 1 | 04/2021

HUMAN RIGHTS POLICY OF THE ILF GROUP



This HUMAN RIGHTS AND LABOR RIGHTS POLICY applies to the entire ILF Group as well as all staff, including temporary employees, part-time employees and freelancers and to all activities by ILF.

We also encourage all our business partners to apply similar standards and policies in their businesses.

1. ILF unconditionally respects human rights.
2. ILF is fully committed to avoid causing or contributing to adverse human rights impacts through the company's own activities and addresses such impacts when they occur.
3. ILF seeks to prevent or mitigate adverse human rights impacts directly linked to the company's operations and also to services by the company's business partners.
4. ILF monitors the respect for human rights as part of its Compliance Management System (CMS).
5. In case of findings with regard to adverse human rights impacts, necessary actions shall be taken by ILF for future prevention and mitigation. Such actions also include adequate internal communication and, if deemed necessary, also external communication whereby maintaining commercial confidentiality and data protection.
6. Whereas all staff of ILF is committed to the human rights, ultimate responsibility lies with the Managing Directors.



Klaus Lässer,
CEO



Appendix 10: Revision index

14	23/05/2022	Approved edition	L. Wessiak	B. Lässer	K. Lässer
13	01/09/2021	Approved edition	L. Wessiak	B. Lässer	K. Lässer
12	01/05/2020	Approved edition	L. Wessiak	B. Lässer	K. Lässer
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9	25/09/2017	Approved edition	L. Wessiak	B. Lässer	K. Lässer
8	01/05/2016	Approved edition	L. Wessiak	R. Maurer	K. Lässer
7	01/04/2015	Approved edition	L. Wessiak	L. Wessiak	K. Lässer
6	24/03/2014	Approved edition	L. Wessiak	B. Lässer	K. Lässer
5	19/11/2012	Approved edition	K. Menardi	B. Lässer	K. Lässer
4	01/08/2011	Approved edition	K. Menardi	B. Lässer	K. Lässer
3	11/05/2010	Approved edition	M. Dafni-Benz	B. Lässer	K. Lässer
2	31/07/2007	Approved edition	M. Dafni-Benz	B. Lässer	A. Feizlmayr
1	20/04/2005	Approved edition	M. Dafni-Benz	B. Lässer	A. Feizlmayr
0	20/10/2003	Approved edition	B. Lässer	B. Lässer	A. Feizlmayr
Rev.	Date	Edition, type of revision	Prepared by	Checked by	Released by