

**Robert Bird Group (RBG)**, member of the Surbana Jurong (SJ) Group, adopts and endorses the Quality Policy, fostering our vision of 'The relentless pursuit of engineering excellence.'

## Quality Policy

Surbana Jurong (SJ) and their entities are a diverse collective of problem solvers, including architects, designers, planners, engineers, facilities managers, and other specialists driven by progressive thinking and creative ideas to shape a better future. We are committed to 'Real Impact, Made Together' by delivering high quality, smart and sustainable solutions that consistently meet or exceed client expectations, while continually improving our operations.

## Goals

- 1) Demonstrate commitment to delivering high-quality services:
  - Establish quality objectives aligned with our business strategy; measure evaluates, and reports on our performance against these objectives and targets.
  - Build trust and strong relationships with clients by delivering quality services that meet or exceed expectations.
  - Empower employees to enhance their professional identity and careers by providing training, continuous learning, a collaborative culture, and employment conditions that support quality performance.
- 2) Meets and exceeds the expectations of interested parties:
  - Provide its owners with a satisfactory return on investment.
  - Provide a cost-effective service delivery framework aligned with required performance and manages associated risks, ensuring all functions meet their profitability targets.
  - Establish mutually beneficial relationships with suppliers.

## Responsibility

Directors have a responsibility for:

- Demonstrating leadership and commitment.
- Taking accountability for the effectiveness of the management systems.
- Integrating management systems into the company's business processes.
- Providing adequate resources to achieve this policy and the company's strategic objectives.

Managers have a responsibility for:

- Engaging, communicating and involving employees in the development, implementation and continual improvement of the Quality Management System.
- Promoting a culture of accountability and risk-based thinking.
- Ensuring employees are competent for their assigned tasks through oversight, training and development.
- Engaging with client's and partners to learn and evolve shared values which supports delivery of our services.

All employees and contractors are expected to:

- Be familiar with this policy and seek clarification from management when needed.
- Take responsibility for delivering work in line with performance requirements and associated risks, ensuring project outputs are reviewed by a competent and experienced person.
- Deliver work that contributes to providing high-quality services that meet or exceed client expectations.

The company(s) will ensure:

- Continual monitoring and improvement of the effectiveness of its Quality Management System.
- Compliance with applicable legislation, industry standards, codes of practice, internal standards, client requirements and recognised best practices.
- Strategic objectives are established and aligned with the business strategy to meet the needs and expectations of clients and other interested parties.
- Implementation and maintenance of a Quality Management System conforming to ISO 9001 in certified locations.
- The regular review of its quality policy and objectives to maintain their ongoing suitability and effectiveness.



**Sean Chiao**  
Group Chief Executive Officer



**Geoff Grant**  
Board Director, RBG

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