QUALITY MANAGEMENT PLAN

Services

ALTRAD

DARWIN FACILITY

Rev	Date	Description	Prepared	Reviewed	Approved
00	7/5/ 2020	Created for Darwin Facility	Ashley Mesch	Dean Griffiths	Adrian Black
01	9/9/2022	Scheduled review of document	Steven Rennie	Alix Blanch	Adrian Black

Contents

1.0 Scope

This Manual outlines the basic approach Altrad Services APAC undertakes to ensure a high standard of quality in all its business activities. It explains the framework for quality management and identifies where additional quality related procedures are located.

2.0 References

Reference Number	Document
AMS-APAC-PO-00-07	Quality Policy
AMS-APAC-PR-00-01	Introduction to the AMS
AMS-APAC-PR-00-05	System Compliance and Management review
AMS-APAC-PR-00-06	Risk and Opportunity Management
AMS-APAC-PR-00-10	Competency, Induction and Mandatory Training
AMS-APAC-PR-00-11	Management and Control of Sub-contractors and Suppliers
AMS-APAC-PR-00-12	Continual Improvement
AMS-APAC-PR-00-14	Management of Change
AMS-APAC-PR-00-17	Communication and Knowledge Management
AMS-APAC-PR-01-07	AMS Documentation Gap Analysis
AMS-APAC-PR-01-09	Retention of Records
AMS-APAC-PR-01-14	Local Procedure and Form Amendments waiting final disposition
AMS-APAC-PR-02-01	HSEQ Policy Communication, Responsibilities and Acknowledge
AMS-APAC-PR-05-01	Internal Audits and Inspections
AMS-APAC-PR-05-05	Regional Management Review
AMS-APAC-PR-06-01	Continual HSEQ Planning and Delivery
AMS-APAC-PR-06-12	Management and Control of Non-Conformances
AMS-APAC-PR-07-01	In Process Reports
AMS-APAC-PR-07-03	Product Identification and Traceability
AMS-APAC-PR-08-01	Management and Control of Work Requiring Design
AMS-APAC-PR-14-01	Calibration Requirements
AMS-APAC-PR-15-04	Customer Satisfaction
AMS-APAC-F-0280	Context of the Organisation Questionnaire
AMS-APAC-F-0786	Quality Control and Execution Plan

3.0 Definitions and Abbreviations

AMS	Altrad Services APAC Management System
Quality	The quality of an object can be determined by comparing a set of inherent characteristics against a set of requirements. If those characteristics meet all requirements, high or excellent quality is achieved but if those characteristics do not meet all requirements, a low or poor level of quality is achieved. The quality of an object depends on a set of characteristics and a set of requirements and how well the former complies with the latter. (ISO 9001:2015 QMS)
Quality Management System (QMS)	A quality management system (QMS) is a set of interrelated or interacting elements that organizations use to formulate quality policies and quality objectives and to establish the processes that are needed to ensure that policies are followed, and objectives are achieved. These elements include structures, programs, practices, procedures, plans, rules, roles, responsibilities, relationships, contracts, agreements, documents, records, methods, tools, techniques, technologies, and resources. (ISO 9001:2015 QMS)
AIR	Web-based incident and action tracking portal used by Altrad Services (APAC)

Top Management	Regional Managing Directors and those classed as members of the Senior Leadership Team
Shall	Indicates a mandatory requirement
Should	indicates best practice and is the preferred option. If an alternative method is used then a suitable and sufficient risk assessment shall be completed to show that the alternative method delivers the same, or better, level of protection.

4.0   Quality Management Framework

Anchored with ISO's framework, the AMS Quality Structure also applies PDCA (Plan-DO-Check-Act) as its framework.

5.0   Quality Vision Statement

By providing a quality of service that meets their expectations, Altrad Services APAC shall secure and retain our customers. Only through delivering consistent, flexible services which satisfy our customers' needs shall we be able to grow our business. We shall:

Do it right first time, do it once.

- Select and procure suitable materials and equipment and verify that our products and services meet agreed requirements
- Recruit and retain appropriately qualified and/or experienced key staff
- Strive for continual improvement by investigating processes, identifying errors and opportunities for errors and implementing corrective and preventive actions to avoid such occurrences
- Use the best available planning and operational procedures to ensure good practice
- Innovate to provide intelligent solutions to exceed the Customers' expectations
- Be receptive to our customers' needs and respond to their feedback
- Encourage our suppliers to improve their quality and reliability of their products or service
- Only make commitments that we fully understand and believe we can deliver

6.0   Quality Policy

The policy statement provides a framework for the management of quality systems within the context of Altrad Services APAC's operational business including the setting of goals to promote the continual and consistent improvement in our quality performance. The quality policy AMS-APAC-PO-00-07 shall be reviewed on an annual basis or as the need arises. The Policy is not required to be updated if deemed still appropriate during the Management Review Process.

7.0   The Organisation and its Context

Altrad Services APAC shall define how various 'influences' reflect on the Quality Management System (QMS) elements of the AMS i.e., the company's culture, risk profile, objectives and targets, complexity of products, flow of processes of and information, size of the organisation, markets, defines customers etc. As the business operates a single integrated management system, a single questionnaire has been created to avoid duplication.

The questionnaires created within the AMS is AMS-APAC-F-0280. It is separated into 5 main sections shown below;

- General Questions
- Internal influences
- External influences
- Needs & Expectations
- Risks and Opportunities
- Quality Management
- Environmental Management
- Health & Safety

The context of the organisation is determined by the Regional Managing Directors in conjunction with the Senior Management Team and reviewed on an annual basis during the management review or whenever there are significant changes that will require it's review that creates an extreme impact to our operations; it shall be used as a dynamic document to continually assess the suitability of the management system against internal and external; influences, risks and opportunities.

On an annual basis, the HSEQ director in coordination with the Senior Management Team shall review the findings of the management review and amend the context statements and management system as required.

8.0   Altrad Services APAC Quality Management System (AMS)

Altrad Services APAC operates an integrated management system, the AMS which covers all aspects of the business. There are sections and documentation dedicated to compliance and improvement, enabling the organisation to provide quality products and services whilst satisfying the requirements of ISO 9001. These have been developed by applying the process approach methodology to discipline activities and including a risk and opportunity evaluation at each stage and a review of monitoring and measurement requirements.

Altrad Services APAC establishes, documents, implements, maintains and continually improves its management system to ensure it remains suitable and sufficient and fully supports the all business operations.

In general, the AMS ensures the business:
- Consistently demonstrate unrivaled service provision.
- Can demonstrate its ability to consistently produce products that meets customer and applicable statutory and regulatory requirements.
- Enhances customer satisfaction through the effective application of the quality system,

including processes for continual improvement and the assurance of conformity to customer and applicable statutory and regulatory requirements.

- Determines and assesses the context of the organization relevant to the operations ensuring Altrad Services APAC's ability to consistently provide products and services are managed and controlled.

9.0   Responsibilities and Authorities

Top management shall identify functions and their interrelations within Altrad Services APAC through organization charts, procedures, flowcharts and job descriptions.

Altrad Services APAC shall, where applicable present its management structure in a diagrammatic form, to demonstrate the various departments within the company. An example of the typical organisational structure can be seen in Appendix 2 of this AMS procedure. Actual organisation charts are created automatically from Altrad Services APAC Connecting – Delve (SharePoint-based) which can be accessed through the Altrad Services APAC Services SharePoint Intranet.

10.0 Leadership and Commitment

Although everyone in the organisation is responsible for the delivery of a quality service internally and externally, top management (i.e. Regional Managing Directors and those classed as members of the Senior Leadership Team) demonstrate leadership and commitment with respect to the quality management system by:

- Taking accountability for the effectiveness of the quality management system;
- Ensuring that the quality policy and quality objectives are established and are compatible with the context and strategic direction of the organization;
- Ensuring the integration of the quality management system requirements into the organization's business processes;
- Promoting the use of the process approach and risk-based thinking;
- Ensuring that the resources needed for the quality management system are available;
- Communicating the importance of effective quality management and of conforming to the quality management system requirements;
- Ensuring that the quality management system achieves its intended results;
- Engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- Promoting continual improvement;
- Ensuring customer focus is maintained through the application of AMS processes & procedures.
- Supporting other relevant management roles in demonstrating their leadership as it applies to their areas of responsibility.

Top management will ensure that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented. To ensure that top management fulfil their obligations; they shall be supported by the Regional HSEQ Director who will;

- Ensure that AMS processes are established, implemented and maintained;
- Reporting to top management on the performance of the AMS including needs for improvement;
- Liaison with external parties on matters relating to the AMS;

The specific operational delivery teams at all levels (Directors, General, Site or Project Managers and Supervisors) shall be responsible for:

- Promoting awareness of customer requirements
- Delivering customer expectations

- Handling day to day quality related issues that may arise

In all cases, roles and responsibilities are managed through the position descriptions through Human Resources and updated accordingly through the performance management process.

11.0 Key Staff

Quality Manager

The Quality Manager is responsible for the planning, development and implementation of quality management systems and ensuring compliance with Altrad corporate quality objectives. With the support of QA/QC & HSE staff, the Quality Manager:

- Ensures the Altrad Services QMS is developed and implemented;
- Checks quality requirements meets statutory obligations, applicable codes standards and client specifications;
- Develops plans and procedures in support of the QMS;
- Schedules quality audits and sees they are conducted as set out in audit schedule;
- Checks sub-suppliers and sub-contractors have suitable experience and knowledge to conduct the applicable work scope;
- Monitors quality performance and ensures it is documented and reported
- Regularly reviews the QMS and makes system improvements where needed;
- Identifies and provides resources for verification activities to ensure quality standards are implemented and maintained, including technical support
- Maintains responsibility for dealing with quality issues raised in regard to sub-suppliers and sub-contractors including pre-award assessments and audits to determine their capabilities
- Controls and monitors non-conforming products and document the non-conformances appropriately

Operations Manager

Operations Managers are responsible for:

- Ensuring staff implement the requirements of the QMS and have suitable training to do so
- Overall management responsibility for the works
- Providing resources to execute contract works
- Ensuring improvement actions arising from audit reports, NCR's and identified process improvements are implemented
- The coordination of the planning, delivery and monitoring of all activities as well as the implementation of the Quality, Health, Safety and Environmental requirements.

Supervisors

Supervisors report to the Operation Manager and are responsible for adhering to the requirements of quality management processes as set out this Quality Management Manual including:

- Communication of quality objectives to all the workforce and ensuring their clear understanding.
- The day-to-day programming, co-ordination and monitoring of works.
- Liaison with customer representatives and other personnel as required to facilitate adherence to quality goals
- Maintain an innovative approach to activities and encourage this approach in all Altrad Services personnel as part of the continuous improvement process.

- Supervision of sub-contractors' activities and in particular the standard of work and documentation.
- Inspection of completed installation works including completion of all quality records in conjunction with the QA & QC team.

QC Personnel

QC personnel report to the Quality Manager and the Operations Manager, and are responsible for monitoring compliance with the requirements of quality management processes as set out this Quality Management Manual, customer specifications, applicable standards and codes including:

- Reviewing work packs, MDRs and ITPs as required
- Ensure adherence to Altrad Services work procedures.
- Ensure adherence to installation, repair and maintenance requirements.
- Manage inspections, requests and reports
- Raise, investigate and respond to NCR's
- Ensure ITPs, checklists and other supporting documents are accurately completed.

12.0 Quality Planning

The AMS adopts the risk-based approach in all its processes, the implementation of the AMS is the organisations effective preventive tool to ensure that its management system proactively considers downfall phases and can implement actions that can prevent non-conformances and achieve intended outcomes. Risk & Opportunity Management are discussed in more detail in AMS-APAC-PR 00-06.

13.0 Actions to Address Risk and Opportunities

An assessment of the specific and general risks and opportunities was undertaken as part of the ISO 2015 version standard review to ensure the business has control of its activities. The output of this work is summarised in AMS-APAC-PR-00-06 Risk & Opportunity Management and was used to develop the strategic risk assessments. This is reviewed annually during the management review and updated as deemed necessary.

14.0 Quality Objectives

Top Management sets and periodically reviews quality objectives and targets which shall be measurable, consistent with the quality policy and designed to help meet customer requirements ensuring the success of the business. The objectives and targets are communicated to all levels of the organization and progress is reviewed periodically as per AMS-APAC-PR-00-12 Continual Improvement and Innovation.

Results of the key performance indicators of the quality objectives are discussed and reported during the management review. Refer to AMS-APAC-PR-05-05 Regional Management Review.

15.0 Support and Resource Management

Resources to Implement the Quality Management System

Top Management ensure the availability of resources needed to achieve the overriding objectives of the business including supplying competent and trained employees, ensuring all products purchased, utilised and implemented on client's sites are of a high standard and provides the specific documentation to ensure the high standard of work can be supported by documented information and physically observed. Resource Management is covered in the following AMS Sections 53-58 - Human/ People Resources and AMS Section 50 Supply Chain Management.

16.0 Infrastructure

The requirements to provide the adequate infrastructure; buildings and associated utilities, equipment, including hardware and software, transportation resources and information and communication technology to support the business in the operation of its processes and to achieve conformity of products and services is covered within the following sections of the AMS:

- AMS Section 21 – Control of Plant and Work Equipment
- AMS Section 45 – Vehicle management
- AMS Section 11-13 – Asset Management
- AMS Section 49 – IT Systems

17.0 Environment for the operation of processes

Altrad Services APAC provides and maintains suitable work-environments for the operation of its processes and to achieve conformity of products and services which includes consideration of the social (e.g. non-discriminatory, calm, non-confrontational); psychological (e.g. stress-reducing, burnout prevention, emotionally protective) and physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise) aspects. The requirements for these controls are included in AMS Section 09 Safety Management and AMS Section 32 – Occupational Health and Welfare

18.0 Competence and Awareness

Procedures are in place to ensure the provision of adequate training & competency, detailed in Section 3 and Section 54 of the AMS supported by the group governance document AMS-APAC-PR 00-10 Competency, Induction and Mandatory Training. In Summary, Altrad Services APAC determines the necessary competence of persons doing work under its control that affects its quality performance and its ability to fulfil its compliance obligations ensuring these persons are competent based on appropriate education, training or experience.

Each region/ Country shall determine the level of quality training applicable to support the implementation of the management system which includes:

- General awareness induction training
- Quality awareness (Quality Objectives, necessary actions needed and their contribution to the effectiveness of the quality management system, including the benefits of improved performance, Implications of not conforming with quality management systems requirements.)
- Specific discipline training relevant to quality
- Legally mandatory training (as applicable)
- Other training deemed relevant to ensure effective implementation of the Management System

The content of the training and awareness sessions shall be approved before delivery and both the trainers and individual performances are assessed to ensure that appropriate requirements are met.

19.0 Communication and Organisational Knowledge

Knowledge within Altrad Services APAC is captured through a variety of mechanisms (tenders, specification reviews, internal meetings, customer reviews, education etc.) and is maintained and made available to the extent necessary. When addressing changing needs and trends, Altrad Services APAC shall consider its current knowledge and determine contractual requirements and intended outcomes are achieved. Knowledge management is covered in more detail in AMS-APAC-PR-00-17.

Altrad Services APAC internal and external communications relevant to the quality management system are established in AMS-APAC-PR-00-17 Communication and Knowledge Management.

20.0 Quality Documentation requirements

The control of AMS documentation is detailed within AMS-APAC-PR-00-01 and AMS Section 01 which includes process for:

- Formatting of the AMS
- Control of the AMS (Protection)
- Reviewing of AMS Documents
- Amendments to the AMS
- Uploading AMS in SharePoint (Accessibility)
- Issuing of the AMS
- AMS Documentation Gap Analysis
- Retention of Records (Preservation)
- Use of Technical Advisors

Each document is uniquely numbered and uploaded onto our document delivery portal held on SharePoint here

Depending on the specific and contractual requirement, variations to the AMS may be required on the documented information to ensure compliance to client specifications and customer satisfaction. This shall be determined during the initial tender review and contract handover process where a HSEQ documentation gap analysis may be required to determine primacy between Altrad Services APAC and the Client's management systems and the identification of any local procedural variations. Refer to AMS-APAC- PR-00-01.

21.0 Operation Planning and Control

The AMS ensures the appropriate level of planning and control is maintained to deliver the intended outcomes. Documented within the AMS are details of:

- The criteria for Altrad Services APAC's products and services
- Specific procedures delivering products and services including the resources needed to achieve conformity
- Control mechanisms (i.e. inspections, tests etc.) required
- Retention & archiving of documented information
- Change management
- Control of externally provided products and services.

Altrad Services APAC's quality controls include generic controls which apply to all services Altrad Services APAC provides (i.e. procedures contained in AMS Section 3 – Training & Assessment) in addition to specific quality controls contained within the discipline specific sections of the AMS i.e. AMS Section 27 Specialist Coatings. This is shown via the diagram below.

Central circle text:
AMS Procedures
Section 01 AMS Admin
Section 03 Training & Assessment
Section 04 Communication & Consultation
Section 05 Management Controls
Section 06 Site HSSEQ Requirements and Controls
Section 07 Quality and Production Controls
Section 09 Safety Management
Section 14 Calibration
Section 21 Control of Plant and Work Equipment
Section 22 Hazardous Materials
Section 23 Manual Handling
Section 32 Occupational Health and Welfare
Section 44 Lifting Operations
Section 50 Supply Chain Management

Surrounding circles:
Section 19 Asbestos Management
Section 63 Offshore Operations
Section 26 Insulation Operations
Section 66 Water Jetting
Section 64 Tank Cleaning
Section 17 Rope Access Operations
Section 62 Chemical Cleaning
Section 27 Specialist Coatings
Section 65 Vacuumation
Section 41 Welding Operations
Section 24 Scaffolding Operations

22.0 Requirements for Products and Services

Before committing to a customer, Altrad Services APAC shall ensure that it can deliver the service expected and that the following have been considered:

- Requirements specified by the customer, including any for delivery and post-delivery activities,
- Requirements not expressly stated by the customer, but necessary for the specified or intended use, (if these are known,)
- Any requirements specified by the organisation itself,
- Any statutory and /or regulatory requirements that are applicable,
- Any changes to contract or order requirements and ensure that contract or order requirements differing from those previously defined are resolved.
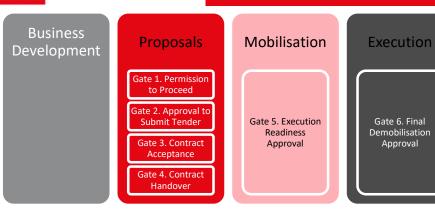
Adherence to the contract delivery principles and gates contained with the PDS and documented information contained with section 39, 81 and 82 of the AMS ensures quality related issues are controlled and contracts are delivered within scope and to the applicable specification.

Business Development	Proposals	Mobilisation	Execution	Completion
	Gate 1. Permission to Proceed			
	Gate 2. Approval to Submit Tender	Gate 5. Execution Readiness Approval	Gate 6. Final Demobilisation Approval	Gate 7. Contract Close
	Gate 3. Contract Acceptance			
	Gate 4. Contract Handover			

In addition, all sites/ projects/ contracts shall create a specific quality control & execution plan (AMS-APAC-F-0786) identifying:

- Resource management
- Training requirements
- Work request protocols
- Variation in documentation

More information on HSEQ Contract planning requirements can be found in AMS-APAC-PR-06-01 Continual HSEQ Planning and Delivery.

23.0 Design and Planning

Altrad Services APAC implement and maintain a design and development processes that ensures the provision of products and services that meet contractual obligations, discipline statutory requirements and client specifications.

Technical Advisors maintain manuals to ensure standards are implemented in all design requirements and where applicable, advise on special or out of specification. Refer to AMS-APAC-PR-08-01 Management and Control of Work Requiring Design.

24.0 Management of Externally Provided Products and Services

Approval of Suppliers and Subcontractors.

The approval process and ultimate management of the approved suppliers register is detailed within Section 50 of the AMS. In summary, all vendors are approved before use with additional checks completed for strategic supplies and sub-contractors. Refer to AMS-APAC-PR-00-11 Control of Sub-contractors and Suppliers.

The performances of suppliers and sub-contractors is discussed as part of the management review meeting.

25.0 Production and Service Provision

Altrad Services APAC control the services delivered by ensuring;

- The availability of documented information that defines what the service is, what will be performed & what results are expected.
- The availability and use of suitable monitoring and measuring resources;
- The implementation of monitoring and measurement activities at appropriate stages

- The use of suitable infrastructure and environment for the operation of processes;
- The appointment of competent persons, including any required qualification;
- The validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
- The implementation of actions to prevent human error;
- The implementation of release, delivery and post-delivery activities.

The AMS is designed to support the delivery of our services from planning through to delivery to completion. (See section on Operational planning and Control). The procedural content is support by numerous work instructions and Inspection and Test Plans with compliance assured via audits and inspections as described below.

26.0 Generic Work Instructions

Generic work instruction should be created by technical personnel where the lack of such an instruction could adversely affect the quality of the work being undertaken. Where the activity allows, the work instruction should be set out in a step by step manner detailing the process/operation with any formal checks/ test highlighted at the appropriate stage in the instruction.

Generic work instructions are either be applied and used by the site teams or shall be used to develop activity specific Inspection & Test plans and method statements. Refer to AMS PR 07-01 for more information on ITPs.

27.0 Inspections

Altrad Services APAC undertaken a variety of inspections that are associated with the discipline specific activities including but not limited to;

- Scaffold
- Mobile Plant and equipment
- Planting
- Blasting
- Insulation
- NDT
- Materials
- PPE
- RPE
- Welfare
- Vehicles
- Lifting equipment
- Electrical installations
- LEVs

The specific inspection requirements and regimes are list within the specific procedures or included within the Inspection and Test Plans aligned to the activities which are verified during the systems and process audits.

28.0 Property belonging to customers and external providers

Within Altrad Services APAC, use of external property, equipment and materials is determined during the contract stage. Control of 3rd party plant and equipment is detailed in specific procedures in Section 9 and Section 21 of the AMS.

29.0 Preservation

Preservation which includes include identification, handling, contamination control, packaging, storage, transmission or transportation and protection is covered in AMS Section 11 Warehouse, Storage and Control of Materials, Section 12 Management and Control of Scaffold Material & section 13 Material Dispatch and Shipping

30.0 Planning for Changes / Management of Change

Changes to the quality management system shall be carried out in a planned manner and shall consider strategic level and operational level changes. Refer to AMS-APAC-PR-00-14 Management of Change for more information.

31.0 Control of Non-conformances

Where a potential Non–conformance, internal or external is recognised, steps shall be taken to ensure that product, service, activity or procedure which does not conform to the requirements is identified and controlled to prevent unintended or continued use. Refer to AMS-APAC-PR-06-12 Management & Control of NCRs.

All Non-conformities related to quality are recorded in AIR and an assessment undertaken to ensure that they do not occur elsewhere are considered.

32.0 Release of Products and Services

During the development of the project / contract execution plan, Altrad Services APAC shall in conjunction with the client determine the contract deliverables which could include completion of:

- Specific task work order cards
- Specified work scope i.e. critical path, pre-outage works etc.
- All contractual obligations

At each agreed completion stage; all relevant contract registers and documentation needs to be completed with records retained as per AMS-APAC-PR-01-09 – Retention of Records.

33.0 Post-delivery Activities

Post-delivery activities can include actions under warranty provisions, contractual obligations etc. which Altrad Services APAC already operate. Requirements for post-delivery are initially defined and included in the planning stages, where individual significant client requirements are identified in individual contracts. Where required, quality packs & dossiers after work are submitted to the client on completion of work with a copy retained on record.

34.0 Monitoring and Measuring Resources

34.1 Calibration

Each region/ country shall ascertain equipment that requires calibration and create a detailed list as per AMS-APAC-PR-14-01. It shall be the responsibility of the Operational team to control calibrated equipment.

34.2 Identification & Traceability

The need for product identification and traceability shall be determined during the contract review stage of the tender process and throughout the contract's duration via review meetings. Where required, the site shall ensure AMS-APAC-PR-07-03 is implemented and all records retained.

35.0 Performance Management

Performance of Altrad teams and individuals is monitored and managed through the supervisory and management groups both at a corporate level and by those assigned to projects or sites. Performance and development is managed in alignment with Sections 54 and 55 of the AMS.

36.0 Analysis of Quality Data

Potential sources of Quality data include but are not limited to;

- Customer feedback incl. complaints
- Internal audits and inspections
- Risk Assessments
- Accident/Incident Reports and Investigations
- Management Reviews
- Corrective Actions and Non-conformance reports
- Lessons learnt

AIR shall be the primary capture mechanism for quality data which shall be used in monthly HSEQ meetings and Management reviews. When analysis highlights a potential trend, actions shall be implemented to eliminate problem. If applicable; this may be through the creation of HSEQ Process Improvement / objectives.

37.0 Customer Relation Management

Customer satisfaction and perception of the service provided by Altrad Services APAC are assessed using various methods as listed below:

- Management Reviews
- Accident/Incident Reports and Investigations
- Customer Complaints
- Customer Commendations
- Non-conformity Reports (both Altrad Services APAC and Clients')
- Site Diaries
- System Audit Reports (both Altrad Services APAC and Clients')
- Process Audit Reports (both Altrad Services APAC and Clients')
- Customer satisfaction surveys
- Contract File communication
- Re-order levels
- Regular meetings with the client
- Project completion certificates
- Awards and commendations
- Any other method deemed suitable for a particular client/contract

37.1 Clients Reviews

Formal contract reviews are undertaken by the Operational Teams on all contracts, these provide the main vehicle for customer feedback and ensure the work is being undertaken to the expected level. Specific contractual review meetings shall be agreed by the Operational Teams and clients at the start of the contract. These meetings should include where applicable value driver KPIs and targets that shall enhance the working relationship.

Information from the reviews shall be communicated as required throughout the business and form part of the regional and Operational Directors reviews.

37.2   Feedback

Customer feedback is obtained via a variety of methods and can be both positive and negative; the process for dealing with feedback from our customers is detailed within AMS-APAC-PR-15-04 with information, actions and outcomes ultimately stored on AIR

37.3   Customer Satisfaction

Altrad Services APAC monitors information on customer satisfaction as one of the measurements of performance of the quality management system. Each region shall determine how it obtains customer satisfaction and create a specific procedure (AMS-APAC-F-0779) detailing the requirements, how it shall be monitoring and how the outcome shall be communicated to relevant stakeholders.

38.0   Internal Audit and Management Review

Internal Audit requirements and management review process are discussed in AMS-APAC-PR-00-05 System Compliance and Management review, AMS-APAC-PR-05-05 Regional Management Review, AMS-APAC-PR-05-01 Internal Audits and Inspections.

Internal audits are carried out to verify compliance with the management system; corrective actions and non-conformances identified are raised, tracked and closed using AIR.

Management reviews are completed by top management to access the performance and effectiveness of the management system; actions and improvements arising from the review form local improvement objectives.

39.0   Continual Improvement

Best Practices and other continual improvement can be referred to AMS-APAC-PR-00-12 Continual Improvement and Innovation.

40.0   Appendices

Appendix A – Quality Management Framework
Appendix B – Altrad Services APAC Quality Policy
Appendix C – Altrad Services APAC ISO 9001:2015 Certificate

41.0 Appendix A – Quality Management Framework

Support and Operational Control
(Processes needed to mitigate risks and address opportunities)

RESOURCE MANAGEMENT
- AMS Section 53-58 Human/ People Resources
- AMS Section 48 and 49 IT Systems
- AMS Section 11, 12, 21 and **29** Asset, Material & Property
- AMS Section 31 Occupational Health and Welfare
- AMS Section 45 & 46 Vehicle & Fleet

TRAINING AND COMPETENCE
- Competency Learning and Development Policy
- AMS-APAC-PO-09 Training
- AMS-APAC-PO-07 Competency, Induction and Mandatory Training
- AMS Section 03 -Training & Assessment
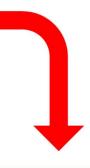- AMS Section 54 Train, Develop, Progress

COMMUNICATION
- AMS-APAC-PO-03 Communication Policy
- AMS-APAC-PO-38 Communication & Knowledge Management
- AMS-APAC-PO-11 Whistle-blowing Policy & AMS-APAC-PO-26 Whistleblowing Procedure
- AMS Section 02 HSEQ Arrangement
- AMS Section 04 Communication & Consultation
- AMS Section 110 Investor Relations
- Contractors / Suppliers

PRODUCT AND SERVICE REALISATION
- AMS-APAC-PO-05 Management & Control of Design
- AMS-APAC-PO-40 Project Delivery System
- AMS-APAC-PO-07 Quality and Production Controls
- AMS Section 08 Design
- AMS Section 50 Vendors/Suppliers
- AMS Section 15 Customer Relationship
- Specific Trade - Discipline Procedures in the AMS (ie. Insulation, Scaffolding, Rope Access, etc

Planning
(Actions to determine risk & opportunities)

PLANNING
- AMS-APAC-PO-40 Project Delivery System
- AMS-APAC-PO-03 Risk & Opportunity Management
- AMS-APAC-PO-03a Strategic Risk
- AMS-APAC-PO-03b Operational Health and Safety Risk Assessment
- AMS Section 06 Contract HSSEQ Planning
- AMS Section 39 Review of the customers requirements
- AMS Section 50 Supply Chain Management
- AMS Section 53 Recruitment
- AMS Section 81 Contract planning & execution
- Legal Requirements and Contractual/ Voluntary Obligations

Management Responsibility and Commitment

CONTEXT OF THE ORGANISATION (COTO)
- AMS-APAC-PO-30 Review and Assessment of the Context of the Organization

LEADERSHIP
- Corporate Governance
- AMS-APAC-PO-07 Quality Policy
- AMS-APAC-PO-02 Group Audit and Management Review
- AMS-APAC-PO-30 Quality Management
- AMS Section 002 HSEQ Arrangement
- AMS Section 05 Management Controls

QUALITY MS (AMS)
AMS Format and Control
AMS-APAC-PO-02 Group Audit and Management Review
AMS-APAC-PO-17 Management of Change
AMS Section 01 AMS Admin

Performance Evaluation
(Processes needed to ensure QMS is effective)

MONITOR & MEASURE
- AMS-APAC-PO-05 Performance Reward and Recognition Policy
- AMS-APAC-PO-02 Audit & Management Review
- AMS-APAC-PO-30 Quality Management
- AMS-APAC-PO-38 Communication & Knowledge Management
- AMS Section 00 Continual Improvement
- AMS Section 05 Internal Audits, Inspections, Legal and Management Review
- AMS Section 06 Contract HSSEQ Planning
- AMS Section 50 Supplier & Sub-contractor
- AMS Section 03 and 54 Competency
- AMS Section 15 Customer Satisfaction& Feedback
- MyOSH QMS Results (Corrective actions & NCRs)
- KPIs, Meetings / Contract Reviews/ Customer Relations Management

Management Responsibility and Commitment
- AMS-APAC-PR-02 Group Audit & Management Review
- AMS Section 00 Continual Improvement
- AMS Section 05 Internal Audits, Inspections, Legal and Management Review
- CMS Section 03 & 54 Competency
- CMS Section15 Customer Satisfaction& Feedback
- Lessons Learned, Results of Corrective Actions, Audit Results
- HSEQ Objectives Performance

42.0 Appendix B – Altrad Services APAC Quality Policy

Quality Policy

Our Commitment

"We are committed to the continued improvement of the high quality of our services and the systems and procedures which aid in their delivery. We acknowledge that this is essential to the future development and success of the company."

Quality Assurance

A strategy focused on consistency, prevention and continual improvement. Providing confidence to stakeholders that we will consistently deliver on expectations and improve when the opportunities present is key to our approach.

Quality Control

A focus on control and mitigation strategies to ensure early detection and prevention of anything less than customer expectations.

Our Actions

To meet our quality commitments, we will continually improve our quality performance and systems to the satisfaction of our customers, through the monitoring, auditing and reviewing of all we do through setting strategic objectives and targets.

We will achieve our commitments by;

- Ensuring that the requirements of our policies and procedures are met within our operations.
- Identifying and mitigating risk and maximising opportunities at all levels of the business.
- Encouraging, communicating with and actively involving employees in the continual improvement of the business.
- Ensuring that employees have the appropriate skills, knowledge and resources to undertake their work.
- Assessing & understanding the needs & expectations of all interested parties.
- Focusing on the prevention of recurrence by analysing the activities that resulted in less than desirable outcomes.

Neil Sadler

Chief Executive Officer - Asia Pacific
January 2022

AMS-APAC-PO-00-07

43.0 Appendix C – Altrad Services APAC ISO 9001:2015 Certificate

Certificate GB93/286

The management system of

Cape Intermediate Holdings Ltd

Drayton Hall, Church Road, West Drayton, Middlesex, UB7 7PS, UK

has been assessed and certified as meeting the requirements of

ISO 9001:2015

For the following activities

The scope of registration appears on page 2 of this certificate.

This certificate is valid from 14 September 2018 until 14 September 2021 and remains valid subject to satisfactory surveillance audits. Recertification audit due a minimum of 60 days before expiration date. Issue 26. Certified since 25 October 1993

This is a multi-site certification. Additional site details are listed on subsequent pages.

Authorised by

SGS United Kingdom Ltd
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UKAS
MANAGEMENT SYSTEMS
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