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# **BALAD ALRIMAL** **QUALITY MANUAL**


**ISO 9001:2015**

Prepared	Checked	Approved
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## 0.0 Revision History and Approval

Rev.	Nature of changes	Approval	Date
00	Initial Releases	Ibrahim Masoud Ibrahim	19/03/2022

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## 1.0 Welcome to BALAD ALRIMAL Company (BDR)

BDR is a Libyan company, registered for general contracting with specialized experts who work professionally for the convenience of the customer Among the works are all construction work, equipment supply, manpower provision, and engineering consultancy.

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## 2.0 Scope of BDR Quality Manual

Our organization's Quality Management System (QMS) has been developed in compliance with ISO9001:2015 standard which promotes the adoption of a process approach when developing implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements.


This manual presents "Notes" which are used to define how BDR has tailored its management system to suit its purposes. These are intended to clarify implementation approaches and interpretations for concepts which are not otherwise clearly defined in ISO 9001:2015. *Notes appear in italics, with gray background.*

Where subordinate or supporting documentation is reference in this manual, these are indicated by ***bold italics***.

### Process Approach

Understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its intended results. This approach enables our organization to control the interrelationships and interdependencies among the processes of the system, so that the overall performance of the organization can be enhanced.

The process approach involves the systematic definition and management of processes, and their interactions, so as to achieve the intended results in accordance with the quality policy and strategic direction of the organization.

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Management of the processes and the system as a whole is achieved using the Plan-Do-Check-Act (PDCA ) cycle with an overall focus on risk-based thinking aimed at taking advantage of opportunities and preventing undesirable results.

### **Risk-Based Thinking**

Risk is the effect of uncertainty, and any such uncertainty can have positive or negative effects. Risk-based thinking is essential for building an effective quality management system.

To conform to the requirements of the ISO9001:2015 standard, our organization needs to plan and implement actions to address risks and opportunities.

Addressing both risks and opportunities establishes a basis for increasing the effectiveness of the quality management system, achieving improved results and preventing negative effects.

Opportunities can arise as a result of a situation favorable to achieving an intended result.

Actions to address opportunities can also include consideration of associated risks. A positive deviation arising from a risk can provide an opportunity, but not all the positive effects of risk result in opportunities.

Our organization understands the importance of Process Approach, PDCA Cycle, and, Risk-based Thinking. This understanding helps us while planning for the QMS and conducting management reviews.

## **3.0 Terms and Definitions**

BDR adopts the following terms and definitions within its Quality Management System. Where no definition is provided, the company typically adopts the definitions provided in **ISO 9000: Quality Management – Fundamentals and Vocabulary**. In some cases, specific procedures or documentation may provide a different definition to be used in the context of that document; in such cases, the definition will supersede those provided for in this Quality Manual or ISO 9000.

### **General Terminology**


**BDR** – BALAD ALRIMAL

**Document** – written information used to describe how an activity is done.

**Record** – captured evidence of an activity having been done.

### **Risk-Based Thinking Terminology**

**Risk** – Negative effect of uncertainty

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**Opportunity** – Positive effect of uncertainty

**Uncertainty** - A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood. (Not to be confused with measurement uncertainty.)

### **Nonconforming Product Terminology**

**Rework:** Efforts to bring nonconforming product into conformance through additional operations that do not alter the original design of the product.

**Repair:** Efforts to bring nonconforming product into conformance through additional operations that alter the original design of the product; this may be through the addition of material not specified in the original design, or through altering pre-existing design features.

**Scrap:** The discard of nonconforming product in lieu of rework or repair.

## **4.0 Context of the Organization**

### **4.1 Understanding the Organization and Its Context**

BDR is reviewing and analyzing all key aspects of itself and its stakeholders to determine the strategic direction of the company. This requires understanding internal and external issues that are of concern to BDR and its interested parties (per 4.2 below); the interested parties are identified in the document **CONTEXT OF THE ORGANIZATION PROCEDURE ( PRO-BDR-QUA-001) .**

### **4.2 Understanding the Needs and Expectations of Interested Parties**


The issues determined as per 4.1 above are identified through an analysis of risks facing BDR and its interested parties. “Interested parties” are those stakeholders who receive our BDR Products and Services , or who may be impacted by them, or those parties who may otherwise have a significant interest in our company. These parties are identified in the document **CONTEXT OF THE ORGANIZATION PROCEDURE (PRO-BDR-QUA-001).**

### **4.3 Determining the Scope of the Quality Management System**

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, BDR has determined the scope of the management system as follows:

**Provision of General Construction, Procurement, Engineering and Manpower & Equipment Supply Services for the Oil & Gas Industries.**

The quality system applies to all processes, activities, and employees of the main head Quarter location .

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## 4.4 Quality Management System and Its Processes

### 4.4.1 Process Identification

BDR has adopted a process approach for its management system. By identifying the top-level processes within the company, and then managing each of these discretely, this reduces the potential for nonconforming Products or Services discovered during final processes or after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.

*Note: not all activities are considered "processes" – the term "process" in this context indicates the activity has been elevated to a higher level of control and management oversight. The controls indicated herein are applicable only to the top-level processes identified.*

The following top-level processes have been identified for BDR:

- Planning and Engineering
- Projects management;
- Procurement and Asset;
- Sales and proposal ;


Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a Process Definition document which defines:

- Applicable inputs and outputs
- Process owner(s)
- Applicable responsibilities and authorities
- Applicable risks and opportunities
- Critical and supporting resources
- Criteria and methods employed to ensure the effectiveness of the process
- Quality objectives related to that process

The sequence of interaction of these processes is illustrated in Appendix A.

*Note: Appendix A represents the typical sequence of processes, and may be altered depending on customer or regulatory requirements at the job or contract level, as needed.*

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## 5.0 Leadership

### 5.1 Leadership & Commitment

#### 5.1.1 General

The General Manager of BDR provides evidence of its leadership and commitment to the development and implementation of the management system and continually improving its effectiveness by:

- Taking accountability of the effectiveness of the management system;
- Ensuring that the **quality policy** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the organization;
- Ensuring the integration of the management system requirements into the organization's other business processes, as deemed appropriate (see note);
- Promoting awareness of the process approach;
- Ensuring that the resources needed for the management system are available;
- Communicating the importance of effective quality management and of conforming to the management system requirements;
- Ensuring that the management system achieves its intended results;
- Engaging, directing and supporting persons to contribute to the effectiveness of the management system;
- Promoting continual improvement;
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.


*Note: "business processes" such as accounting, employee benefits management and legal activities are out of scope of the QMS.*

#### 5.1.2 Customer focus

The Managing Director of BDR adopts a customer-first approach which ensures that customer needs and expectations are determined, converted into requirements and are met with the aim of enhancing customer satisfaction.

This is accomplished by assuring:

- customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

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- the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
- the focus on enhancing customer satisfaction is maintained.

## 5.2 Policy

The QUA has developed the Quality Policy, defined in section 3.0 above, that governs day-to-day operations to ensure quality.

The Quality Policy is released as a standalone document as well, and is communicated and implemented throughout the organization.

The Quality Policy of BDR is as follows:

### Quality Policy


BDR has adopted a Quality Management System in accordance with ISO standard 9001:2015 as a tool for company management. Quality Management System shall be implemented, reviewed and continuously improved in order to prevent and/or eliminate possible deficiencies

The BDR Quality Policy is based on the following principles:

- Commitment to achieving complete customer satisfaction by fully meeting quality, time and cost requirements for our services and by collecting and analyzing customer feedback;
- Creating a safe and clean work environment in the oil and gas field.
- Commitment to a mutually beneficial relationship between BDR and its external providers in order to enhance the ability of both to create value and meet customer expectations.
- Commitment to implementing a Risk and Opportunity Knowledge Management System.

In order to pursue continuous improvement and ensure the decision-making process is based on the analysis of data and information, the following are recognized as essential to this Quality Policy:

- Definition of company process objectives and monitoring indicators, which must be measurable, quantified as specific targets (defined in relation to established time horizons), communicated to all personnel involved and periodically monitored;
- Internal and external customer satisfaction monitoring.

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- Process quality objectives and monitoring indicators and the analysis of customer satisfaction all constitute input for the annual company management review meeting and enable the identification of actions to be taken and areas for improvement.
- All personnel are expected to actively contribute towards the implementation and efficiency of the Quality Management System in accordance with their respective remits.

### 5.3 Organizational Roles Responsibilities and Authorities

The General Manager has assigned responsibilities and authorities for all relevant roles in the company. These are communicated through the combination of the **BDR Org Chart** and Job Descriptions

In addition, the following overall QMS responsibilities and authorities are assigned as follows:

The top management accepts responsibility and authority for:


- Ensuring that the management system conforms to applicable standards by the Quality Manager.
- Ensuring that the processes are delivering their intended outputs by process owner ;
- Reporting on the performance of the management system by Quality Manager;
- Providing opportunities for improvement for the management system by general manager ;
- Ensuring the promotion of customer focus throughout the organization by all process owners;
- Ensuring that the integrity of the management system is maintained when changes are planned and implemented by Quality Manager.

## 6.0 Planning

### 6.1 Actions to Address Risks and Opportunities

BDR considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services. Risks and opportunities are identified as part of the “Context of the Organization Exercise” defined in ,as well as throughout all other activities of the QMS.

Risks and opportunities are managed in accordance with the document **RISK & OPPORTUNITIES MANAGEMENT (PRO-BDR-QUA-002)** . This procedure defines how risks are managed in order to minimize their likelihood and impact, and how opportunities are managed to improve their likelihood and benefit.

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## 6.2 Quality Objectives and Planning to Achieve Them

As part of the adoption of the process approach, BDR utilizes its process objectives, the process objectives have been developed in consideration that they:

- be consistent with the quality policy;
- be measurable;
- take into account applicable requirements;
- be relevant to conformity of products and services and to enhancement of customer satisfaction;
- be monitored;
- be communicated;
- be updated as appropriate.

The specific Quality Objectives for each process are defined in the applicable **Quality Objective Procedure (PRO-BDR-QUA-003)**.

## 6.3 Planning of Changes

Changes to the quality management system and its processes are carried out in a planned manner, a report will issues describe the Changes and its sequences.

## 7.0 Support

### 7.1 Resources

#### 7.1.1 General

BDR determines and provides the resources needed:

- to implement and maintain the management system and continually improve its effectiveness
- to enhance customer satisfaction by meeting customer requirements

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews.

#### 7.1.2 People

Ech process owner ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

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### 7.1.3 Infrastructure

BDR determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

- buildings, workspace and associated facilities;
- process equipment, hardware and software;
- supporting services such as transport;
- information and communication technology.

Equipment is validated per the procedure **PROCUREMENT & ASSET PROCEDURE (PRO-BDR-PRC-001)**

### 7.1.4 Environment for the Operation of Processes

BDR provides a clean, safe and well-lit working environment. The HSE Manager of BDR manages the work environment needed to achieve conformity to product requirements. Specific environmental requirements for products/ services are determined during quality planning and are documented in subordinate procedures, work instructions, or job documentation. Where special work environments have been implemented, these shall also be maintained per 6.3 above.


Human factors are considered to the extent that they directly impact on the quality of BDR Products or Services.

*Note: Social, psychological and safety aspects of the work environment are managed through activities outside of the scope of the management system. Only work environment aspects which can directly affect process efficiency or product and service quality are managed through the management system.*

### 7.1.5 Monitoring and Measuring Resources

Devices subject to calibration are calibrated by an approved outside service provider, Third party calibration laboratories are accredited to ISO 17025 whenever possible, as this provides the best control of calibration activities, and traceability to national standards; see the procedure **CALIBRATION PROCEDURE (PRO-BDR-QUA-004 )** .

*Note: Calibration and measurement traceability is not employed for all measurement devices. Instead, BDR determines which devices will be subject to calibration based on its processes, products and services, or in order to comply with specifications or requirements. These decisions are also based on the importance of a measurement, and considerations of risk.*

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### 7.1.6 Organizational Knowledge

BDR also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

- a) internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property;
- b) external sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

This knowledge shall be maintained, and made available to the extent necessary.

When addressing changing needs and trends, BDR shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

### 7.2 Competence

Staff members performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience. The documented procedure ***Training Procedure (PRO-BDR-HR-001)*** defines these activities in detail.

### 7.3 Awareness

Training and subsequent communication ensure that staff are aware of:

- The quality policy;
- Relevant quality objectives;
- Their contribution to the effectiveness of the management system, including the benefits of improved performance;
- The implications of not conforming with the management system requirements.

### 7.4 Communication

The Quality Manager of BDR ensures internal communication takes place regarding the effectiveness of the management system. Internal communication is described in the appendix C

### 7.5 Documented Information

The management system documentation includes both documents and records.

The extent of the management system documentation has been developed based on the following:

- a) The size of BDR
- b) Complexity and interaction of the processes
- c) Risks and opportunities

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#### d) Competence of personnel

Documents required for the management system are controlled in accordance with procedure **DOCUMENTS CONTROL PROCEDURE (PRO-BDR-QUA-001)** The purpose of document control is to ensure that staff have access to the latest, approved information, and to restrict the use of obsolete information. All documented procedures are established, documented, implemented and maintained.

A documented information procedure **CONTROL OF RECORDS PROCEDURE (PRO-BDR-QUA-002)** has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of BDR Products or Services requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

## 8.0 Operation


### 8.1 Operational Planning and Control

BDR plans and develops the processes needed for realization of its BDR Products and Services . Planning of BDR Products or Services realization is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organization (see section 4.0 above), current resources and capabilities, as well as BDR Products or Services requirements.

Such planning is accomplished through:

- Determining the requirements for the BDR Products and Services ;
- Establishing criteria for the processes and the acceptance of BDR Products and Services ;
- Determining the resources needed to achieve conformity to the BDR Products or Services requirements;
- Implementing control of the processes in accordance with the criteria;
- Determining, maintaining and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of BDR Products and Services to their requirements.

Changes to operational processes are done in accordance with the document **PLANNING & ENGINEERING DEPARTMENT PROCEDURE (PRO-BDR-PL-001)** Outsourced processes and the means by which BDR controls

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Any process performed by a third party is considered an “outsourced process” and must be controlled, as well. The company’s outsourced processes, and the control methods implemented for each, are defined in **OUTSOURCED PROCESSES PROCEDURE (PRO- BDR-QUA-005)**.

The type and extent of control to be applied to the outsourced process take into consideration:

- The potential impact of the outsourced process on the company’s capability to provide product that conforms to requirements,
- The degree to which the control for the process is shared,
- The capability of achieving the necessary control through the purchasing contract requirements.

## 8.2 Requirements for Products and Services

### 8.2.1 Customer Communication

BDR has implemented effective communication with customers in relation to:

- Providing information relating to BDR Products or Services
- Handling enquiries, contracts or orders, including changes;
- Obtaining customer feedback relating to products and services, including customer complaints;
- Handling or controlling customer property;
- Establishing specific requirements for contingency actions, when relevant.

External communication is described in the appendix C

### 8.2.2 Determining the Requirements Related to Products and Services

During the bidding phase, and within the Commercial process, the contractual documents are analysed and clauses by the proposal team to identify critical issues and points requiring clarification, with the assistance of technically competent personnel in relation to specific issues.

During the start of new business BDR captures:

- Requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- Requirements not stated by the customer but necessary for specified or intended use, where known
- Statutory and regulatory requirements related to BDR products or services

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- Any additional requirements determined by BDR.

These activities are defined in detail at the procedure **COMMERCIAL PROCEDURE (PRO-BDR-COM-001)**

### 8.2.3 Review of Requirements Related to Products and Services

The contractual documents are distributed to the members of the Project Team for review in their respective areas of competence. Specifically, the reviews include checking that the project data, codes, standards and requirements are clearly defined and confirming the feasibility of the project with regard to the time schedule and cost estimate.

On the basis of the results of the review, according to the complexity and entrepreneurial risk of the project the Project Manager decides the operating strategies of the project.

This review ensures that BDR has the capability and capacity to:

- Meet all requirements specified by the customer, including requirements for delivery and post-delivery activities;
- Meet any requirements not stated by the customer, but which BDR knows as being necessary;
- Meet all requirements determined necessary by BDR itself;
- Meet all related statutory and regulatory requirements;
- Meet any contract or order requirements differing from those previously expressed (i.e., from a previous BDR quote).

These activities are defined in greater detail in the procedure **COMMERCIAL PROCEDURE (PRO-BDR-COM-001)**

### 8.2.4 Changes to Requirements for Products and Services


BDR updates all relevant requirements and documents when the requirements are changed, and ensures that all appropriate staff are notified; see the documented procedure **CHANGE MANAGEMENT (PRO-BDR-EN-001)**.

## 8.3 Design and Development of Products and Services

For new designs and for significant design changes, BDR ensures the translation of customer needs and requirements into detailed design outputs. These address performance, reliability, maintainability, testability, and safety issues, as well as regulatory and statutory requirements.

This process ensures:

- Design planning is conducted
- Design inputs (requirements) are captured

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- Design outputs are created under controlled conditions
- Design reviews, verification and validation are conducted
- Design changes are made in a controlled manner.

These activities are further defined in the document **ENGINEERING PROCEDURE (PRO-BDR-EN-002)**

#### 8.4 Control of Externally Provided Processes, Products and Services

BDR ensures that purchased BDR Products or Services conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased products or services are dependent on the effect on subsequent BDR Products or Services realization or the final product.

BDR evaluates and selects suppliers based on their ability to supply products and services in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation are established.

Purchases are made via the release of formal purchase orders and/or contracts which clearly describe what is being purchased. Received products or services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not providing conforming products or services may be requested to conduct formal corrective action.


These activities are further defined in the documents **PROCUREMENT & ASSET PROCEDURE (PRO-BDR-PRC-001)** .

#### 8.5 Production and Service Provision

##### 8.5.1 Control of Production and Service Provision

To control its provision of BDR Products and Services , BDR considers, as applicable, the following:

- The availability of documents or records that define the characteristics of the BDR Products and Services as well as the results to be achieved;
- The availability and use of suitable monitoring and measuring resources;
- The implementation of monitoring and measurement activities;
- The use of suitable infrastructure and environment;
- The appointment of competent persons, including any required qualifications;
- The validation and revalidation of special processes, BDR does not utilize any in-house “special processes” (particularly welding, painting, NDE, etc.) where the result of the process cannot be verified by subsequent monitoring or measurement. Any such special processes are sent to outside external providers, subcontractors and controlled and an outsourced process per **OUTSOURCED PROCESSES PROCEDURE (PRO- BDR-QUA-005)**.

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- The implementation of actions to prevent human error;
- The implementation of release, delivery and post-delivery activities.

### 8.5.2 Identification and Traceability

Where appropriate, BDR identifies its BDR Products or Services or other critical process outputs by suitable means. Such identification includes the status of the BDR Products or Services with respect to monitoring and measurement requirements. Unless otherwise indicated as nonconforming, pending inspection or disposition, or some other similar identifier, all BDR Products or Services shall be considered conforming and suitable for use.

In all cases, the deliverable will be identified in a way that makes it clearly understood for which contract or project the deliverable is subject to.

As required, service deliverables may be subject to date and revision control, to distinguish earlier versions or submittals.

Unless otherwise indicated as nonconforming, pending inspection or disposition, or some other similar identifier, all deliverables shall be considered conforming and suitable for use.

If unique traceability is required by contract, regulatory, or other established requirement, BDR controls and records the unique identification of the engineering deliverables.

If unique traceability is required by contract, regulatory, or other established requirement, BDR controls and records the unique identification of the BDR Products or Services .

### 8.5.3 Property Belonging to Customers or External Providers


BDR exercises care with customer or supplier property while it is under the organization's control or being used by the organization. Upon receipt, such property is identified, verified, protected and safeguarded. If any such property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer or supplier and records maintained.

For customer intellectual property, including customer furnished data used for design, production and / or inspection, this is identified by customer and maintained and preserved to prevent accidental loss, damage or inappropriate use.

This activity is defined in greater detail in the document **CUSTOMER AND THIRD PARTY PROPERTY PROCEDURE (PRO-BDR-PRC-002)**.

### 8.5.4 Preservation

BDR preserves conformity of product or other process outputs during internal processing and delivery. This preservation includes identification, handling, packaging, storage, and protection. Preservation also applies to the constituent parts of a product.

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Receipt, control, registration, storage, traceability and distribution of materials on site are ensured by the appropriate warehouse organization and projects procedures .

### 8.5.5 Post-Delivery Activities

As applicable, BDR conducts the following activities which are considered “post-delivery activities”:

- Warranty
- Maintenance

Post-delivery activities are conducted in compliance with the management system defined herein. In determining the extent of post-delivery activities that are required, BDR considers:

- Statutory and regulatory requirements;
- The potential undesired consequences associated with its of BDR products or services
- The nature, use and intended lifetime of its of BDR products or services
- Customer requirements;
- Customer feedback.

### 8.5.6 Control of Changes

BDR reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements.

Process change management is defined in the document **CHANGES MANAGEMENT PROCEDURE (PRO-BDR-PRJ-002)**.

Documents are changed in accordance with procedure **DOCUMENTS CONTROL PROCEDURE (PRO-BDR-QUA-001)**.


### 8.6 Release of Products and Services

Acceptance criteria for BDR Products and Services are defined in appropriate subordinate documentation. Reviews, inspections and tests are conducted at appropriate stages to verify that the requirements have been met. This is done before BDR Products and Services are released or services are delivered are defined in **PROJECTS MANAGEMENT (PRO-BDR-PRJ-001)**.

### 8.7 Control of Nonconforming Outputs

BDR ensures that BDR Products and Services or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The controls for such nonconformances are defined in **CONTROL OF NONCONFORMING PRODUCT&SERVICE (PRO-BDR-QUA-006)**.

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## **9.0 Performance Evaluation**

### **9.1 Monitoring, Measurement, Analysis and Evaluation**

#### **9.1.1 General**

BDR has determined which aspects of its quality management system must be monitored and measured, as well as the methods to utilize and records to maintain, within this Quality Manual and subordinate documentation.

Monitoring and measurement of the processes, as defined in 4.4 above, ensure that the Quality Manager evaluates the performance and effectiveness of the quality management system itself.

#### **9.1.2 Customer Satisfaction**

As one of the measurements of the performance of the QMS, BDR monitors information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information include:

- Recording customer complaints.
- Product rejections or returns.
- Repeat orders for product.
- Obtain customer scorecards from certain customers.
- Submittal of customer satisfaction surveys.

The corrective action system shall be used to develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results.

#### **9.1.3 Analysis and Evaluation**

BDR analyzes and evaluates the data and information arising from monitoring and measurement in order to evaluate:

- Conformity of BDR Products or Services
- The degree of customer satisfaction;
- The performance and effectiveness of the quality management system;
- If planning has been implemented effectively;
- The effectiveness of actions taken to address risks and opportunities;

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- The performance of external providers;
- The need for improvements to the quality management system.

Statistical techniques used may be defined in appropriate documented procedures; in all cases, the methods are based on established standards or are otherwise determined to be statistically valid.

## 9.2 Internal Audit

BDR conducts internal audits at planned intervals to determine whether the management system conforms to contractual and regulatory requirements, to the requirements of ISO 9001, and to management system requirements. Audits also seek to ensure that the management system has been effectively implemented and is maintained.

These activities are defined in the document **INTERNAL AUDITING PROCEDURE (PRO-BDR-QUA-007)**.

## 9.3 Management Review

The General Manager reviews the management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including the **Quality Policy** and quality objectives.

Management review frequency, agenda (inputs), outputs, required members, actions taken and other review requirements are defined in the documented procedure **MANAGEMENT REVIEW PROCEDURE (PRO-BDR-QUA-008)**.

Records from management reviews to be maintained.

## 10.0 Improvement


### 10.1 General

BDR uses the QMS to improve its processes, products and services. Such improvements aim to address the needs and expectations of customers as well as other interested parties, to the extent possible.

Improvement shall be driven by an analysis of data related to:

The results of analysis shall be used to evaluate:

- Conformity of products and services;
- The degree of customer satisfaction;
- The performance and effectiveness of the management system;
- The effectiveness of planning;

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- The effectiveness of actions taken to address risks and opportunities;
- The performance of external providers;
- Other improvements to the management system.

## 10.2 Nonconformity and Corrective Action

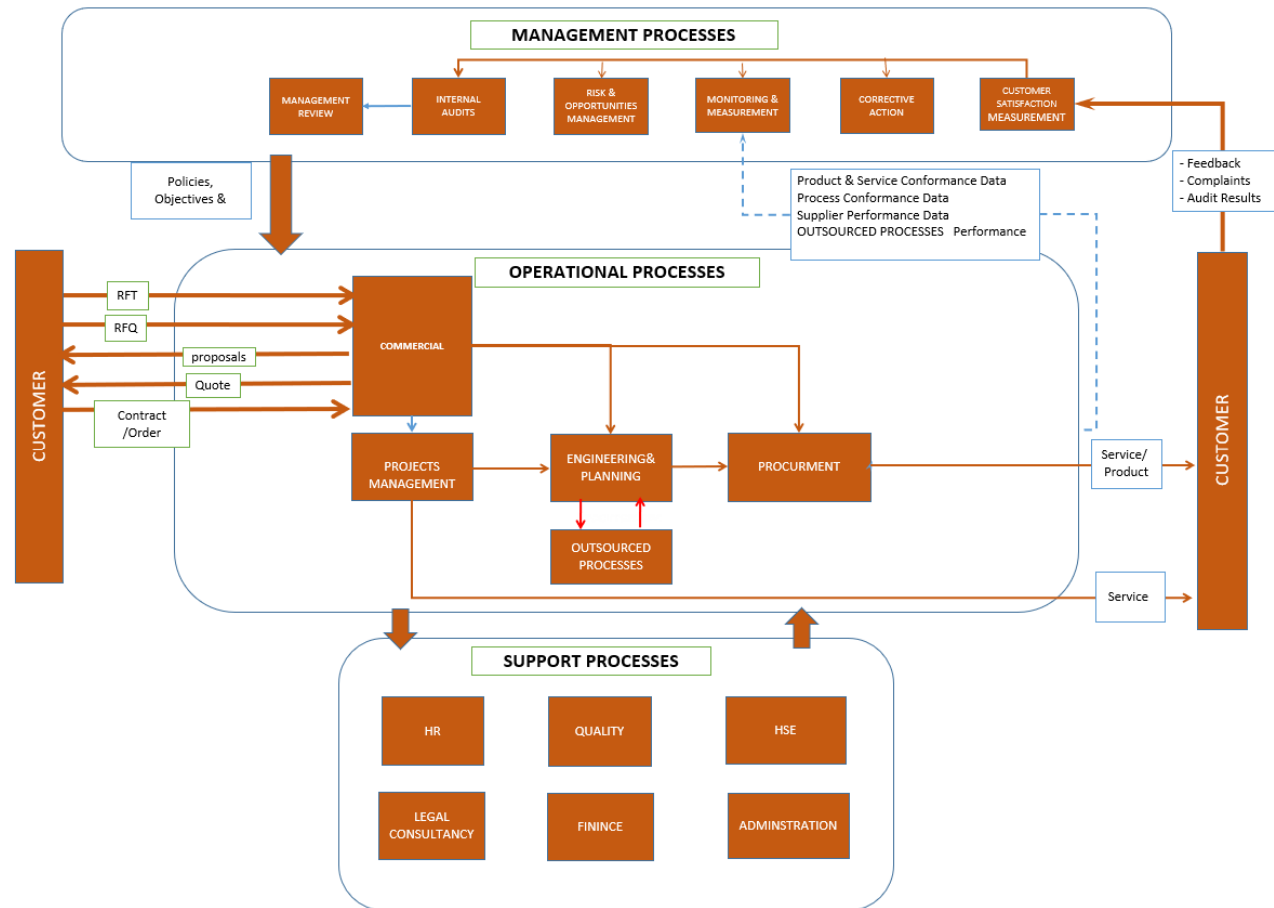
BDR takes corrective action to eliminate the cause of nonconformity in order to prevent recurrence. Likewise, the company takes preventive action to eliminate the causes of potential nonconformities in order to prevent their occurrence.

These activities are done through the use of the formal Non Conformity and Corrective Action system, as defined in the following **CORRECTIVE ACTION PROCEDURE (PRO-BDR-QUA-009) and CONTROL OF NONCONFORMING PRODUCT&SERVICE (PRO-BDR-QUA-006).**

## 10.3 Continual Improvement

Through the process effectiveness reviews, done as part of Management Review, BDR works to continually improve the suitability, adequacy and effectiveness of the quality management system. This includes seeking opportunities for improvement.

## Appendix A: Overall Process Sequence & Interaction



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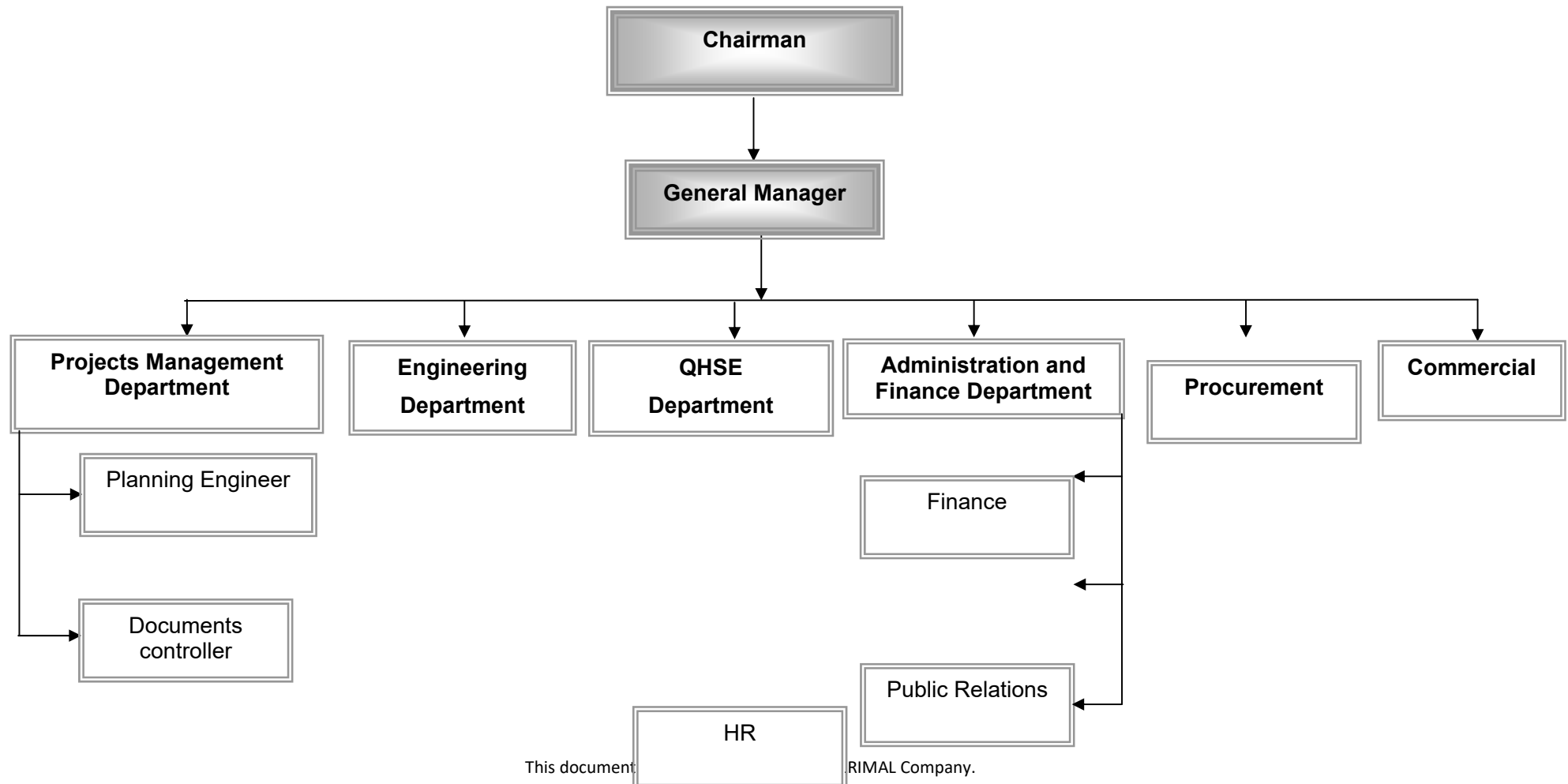
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## Appendix B:


## Organization Chart




## Appendix C:

### BDR internal and external QMS Communication

Sl. #	What to communicate ?	ISO9001 Cl. Ref.	When ?	With whom ?	How ?	Who communicates ?
1	The importance of effective quality management and of conforming to the QMS requirements	5.1.1	During QMS planning meeting	HODs	Verbally	GM
2	Quality policy	5.2.2	After making / modifying	To all	In writing	GM
3	Responsibilities and authorities for relevant roles	5.3	After joining	Employees	In writing	GM, HR
4	Quality objectives	6.2.1	During QMS planning meeting	HODs	Verbally and in writing	GM
5	Information on services	7.4	During pre-sales activities	Customers	Verbal and/or in writing	Commercial

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6	Information required for handling of enquiries, contracts or orders (including contract amendments)	7.4	During pre / post sales activities	Customers	Verbally and/or in writing	Commercial
7	Obtaining of customer feedback relating to products and services, including customer complaints	7.4	After delivery of services	Customers	In writing	Commercial
8	Information on handling or controlling of customer property	7.4	During order execution	Customers	Verbally and/or in writing	Commercial
9	Establishment of specific requirements for contingency actions	7.4	During pre / post sales activities	Customers	Verbally and/or in writing	Commercial
10	The need for involvement of customers and users in the design and development process (if required)	8.3.2	During planning D&D	Head (Commercial)	Verbally and/or in writing	Head of Engineering & projects and Planning
11	Details of the processes / products / services to be provided by the supplier, and, the terms and conditions of purchase.	8.4.3	When placing purchase orders	External providers	In writing	Procurement
12	Loss / damage (or unsuitability for use) of any property belonging to customers or external providers	8.5.3	When such incident occurs	Customers / External providers	Verbally and/or in writing	Procurement and assets management

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13	Informing the customer about nonconforming outputs	8.7.1	When such incident occurs	Customers	Verbally and/or in writing	Quality Manager
14	Reporting the results of QMS audits to relevant management	9.2.2	After each audit	GM	In writing	Quality Manager
15	Reporting on the performance of the quality management system and on Risks and opportunities for improvement	9.3	During management review meeting	GM	Verbally and/or in writing	HODs