QUALITY MANAGEMENT PLAN

BS EN ISO 9001:2015

BS EN ISO 14001:2015

BS EN ISO 45001:2018

ae Facilities Management

Approvals

Company Proprietary Information

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The signatures below certify that this procedure has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

	Name	Signature	Position	Date
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Approved by	Andy Erskine		CEO	19/10/22

Amendment Record

This management system manual is reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

Page No.	Context	Revision	Date

Contents

Quality Management Plan

1. Introduction & Purpose

This plan documents the necessary information required to effectively manage quality for AEFM Limited. It defines the company's quality principles, objectives, quality policy, procedures, criteria for and areas of application and relevant roles, responsibilities and authorities.

2. References

Standard	Title & Description	Clause
ISO 9001:2015	Quality management components	4.2.3
ISO 14001:2015	Environmental management components	4.4.5
ISO 45001:2018	Health and safety management components	4.4.5

3. Definitions and Abbreviations

Term	Definition
AEFM	AE Facilities Management Limited

4. Application & Scope

4.1 This Plan is applicable to AEFM Limited and outlines quality management relevant to AEFM and its Subcontractors.

4.2 Where appropriate, this plan may signpost to other AEFM documents including plans and procedures which provide additional information.

4.3 Specific working practices of subcontractors are not described in the AEFM's Management System. Unless confirmed otherwise by AEFM, each subcontractor is required to produce their own Quality Plan.

5. Objectives

5.1 Our approach to Quality Management is underpinned by our Quality Culture, which recognises that it is everyone's behaviour that impacts quality.

5.2 We are committed to embed and continuously improve a quality culture within the company whereby individuals, at all levels, will be proud of the outcome achieved.

5.3 We strive to achieve recognition as a quality company.

5.4 AEFM defines quality objectives based on the Quality Policy upon implementation of the IMS and subsequently during management review meetings. They are regularly reviewed, adapted and updated at each successive management review meeting.

5.5 AEFM will strive to delivery excellence by:

- Ensuring the agreed customer requirements are recognised and understood;

- Ensuring efficient 'right first time' processes are embedded for each activity;

- Ensuring relevant documentation is prepared suitably in advance and used appropriately and effectively;

- Providing confidence to all relevant parties' quality will be and has been achieved.

- Generating, developing and sharing good practice and innovation both within the company and externally.

- Recognising and rewarding behaviours that reflect our quality objectives and demonstrate quality culture.

5.6 To help achieve these objectives, tools and control mechanisms shall be implemented such as:

- development and deployment of the Integrated Management System (IMS) incorporating the Quality Management System (QMS);

- allocation of specific roles both within AEFM and supply chain organisations assigned specified responsibilities relevant to quality and construction assurance;

- clear visibility and review of the competencies for everyone involved in the Project delivery;

- behavioural quality training and/or quality management awareness training;

- quality induction for new employees integrated within Site Inductions;

- taking a collaborative and proactive approach towards integrating stakeholders in the Quality Management process to deliver a high-quality product together;

- integration of the Right First-Time programme and quality initiatives (including Quality Observations) throughout the delivery process; and

- appropriate technical training including regular updates of regulations and best industry practice to deliver a product following the better standards.

6. Principles

6.1 The term 'quality' and associated terminology can have many different perspectives. For this reason, we define the principle aspects adopted by AEFM relevant to quality. These principles should be adopted and adhered to by any person or organisation working on behalf of AEFM.

6.2 Quality Definitions

6.2.1 Quality is excellence in everything we do to achieve an outcome in which we deliver the agreed product to the agreed price on time.

6.2.2 By excellence we mean we use practices which deliver the best performance whilst continually evolving to improve.

6.2.3 Quality is therefore concerned with how we deliver as well as what we deliver and, hence, relevant to every aspect of the company.

6.2.4 Quality assurance is a proactive approach in which we:

- implement measures to ensure we can be confident the outcome will be right; and

- provide confidence to ourselves and others the output is right.

6.2.5 Quality control refers to the activities which we undertake to ensure the services we deliver meet the requirements. In general, this refers to a reactive approach in which we check the output is as expected and correct any errors / defects detected.

6.2.6 Quality control can be considered part of quality assurance in that we check the output is correct (and undertake corrective action where it is not) and thus can be confident the required outcome has been achieved.

6.3 Process Approach

6.3.1 The company operates using a process approach in which inputs are transformed via 'activities' to outputs. Collectively our processes form a 'system' in which the output from one process can be the input for another.

6.3.2 We recognise producing the right outputs requires us to, firstly, take proactive action to ensure the inputs will be correct and plan so we specify the right activities to create the transformation required. We ensure this with the planning stage as part of our quality assurance. Our quality control activities are used to check throughout the process everything is as expected (e.g., inputs are as specified, activities are taking place in accordance with the plan and the outputs are as required).

6.4 Plan Do Check Act

6.4.1 Given it is a well-known, popular, and proven methodology, we base our approach to improvement on the Plan-Do-Check-Act cycle (Figure 3).

6.4.2 During the planning stage, we seek to obtain input from all relevant parties. We take a collaborative approach to working with our specialist *contractors* involving them early in the package delivery cycle.

6.4.3 We expect everyone to follow the established procedures providing a consistent approach to delivery which facilitates reliable performance measurement as well as prevents errors from deviation.

6.4.4 We implement robust mechanisms to measure the effectiveness and efficiency of our processes and procedures. We actively encourage feedback from everyone involved as well as formally reviewing

performance. Our data driven approach enables us to proactively review performance and make fact-based decisions on any required actions. Measurement mechanisms include:

- performance metrics / Key Performance Indicators / Trend analysis;
- Audit and Surveillance Procedure
- Management Review Process ;
- Inspection and Tests;
- quality forums;
- results of quality inspections; and
- quality observations.

6.4.5   We also seek to generate and obtain ideas for improvement, best practice and innovations to further enhance our processes. This will be achieved through active engagement with all stakeholders on this project and may include:

- generating and building on best practice, lessons learnt and innovations from the JV parent companies;
- utilising the outputs from our innovation management activities;
- Review of customer feedback reports and development of any specific action plans;
- Output from workshops and forums; and
- Reviews with our supply chain and their workforce to identify either process or product improvement measures.

6.4.6   The output is collectively reviewed providing a holistic overview enabling key focus areas to be identified and appropriate action taken.

6.5.7   Where appropriate, the output from improvement activities is communicated to relevant parties through mechanisms such as:

- quality alerts or bulletins;
- formal reports;
- awareness training;
- email communications
- quality forums; and
- poster campaigns.

6.6   Quality Culture

6.6.1   We define culture as 'the way we do things around here'.

6.6.2   We strive to achieve a quality culture which is embedded throughout our business and is exhibited by the following:

- everyone is accountable for quality;
- our leaders create an environment to deliver Right First Time;
- we achieve HSSEQ Excellence within our programme;
- we plan appropriately having understood the requirements;

- we develop, document, and deploy an effective and efficient Integrated Management System;

- we 'Deliver Together' with our supply chain;

- we are transparent with our reporting to monitor, measure and improve;

- we ensure everyone is competent for their task;

- we engage with customers and stakeholders to deliver maximum value; and

- quality is recognised and rewarded.

6.7 Right First Time

6.7.1 AEFM recognises that poor service has a significant impact on our business, affecting client satisfaction, project completion, profitability and our overall reputation. In such a highly competitive market, it is more important than ever to ensure Clients receive a service of the highest standard.

6.7.2 For this reason, our philosophy is to adopt a 'Right First Time' approach to everything we do.

6.7.3 'Right First Time' references our outcome-based approach to quality encouraging everyone to focus on the required results striving to achieve requirements but challenging them where they may not accomplish the end goal effectively and efficiently.

7. Management Responsibilities

7.1 Dedicated resources are allocated to manage the development and deployment of AEFM's quality processes.

7.2 Director

7.2.1 The Director has overall control of the company.

7.2.2 Particularly, among other responsibilities, the Director defines the Quality Policy and directs the development and implementation of the Quality Plan and associated procedures and provides leadership in the achievement of the quality objectives.

7.2.3 Details of the role and responsibilities of each member of the Team relevant to Quality Management are included within the relevant role descriptions. A summary of key personnel and respective accountabilities / responsibilities is provided within this Quality Plan.

7.2.4 The Director shall:

- provide support to the Team to successfully deliver the specified works;

- champion a fair culture across the company encouraging a positive mindset, honesty and openness regarding lessons learnt;

- ensure appropriate resource is available for quality including improvement activities;

- instil a quality culture

- embed the right 'Right First Time' philosophy;

- review the Quality Policy and direct the development and implementation of the Contract Quality Plan and associated procedures;

- reviewing the performance of the Quality Management System as part of the

Management Review process;

- provide proactive leadership in the achievement of the project quality objectives.

7.3 Health Safety Quality & Manager

7.3.1 Reporting to the Director, the HSQ manager shall be responsible for:

- Reporting to the Senior Management Team on quality matters;
- Supporting the team including liaison with the Director to ensure adequate resources are in place to adequately manage matters relevant to Quality, Document Management and Control, the Integrated Management System (IMS) ; and
- Championing the Management Review process for the company.

7.3.2 The HSQ Manager leads all aspects of Quality Management across the company which includes:

- development, deployment and maintenance of this Quality Plan and associated processes relevant to Quality Management;
- supporting the procurement process relevant to quality matters;
- management of a team of quality engineers;

7.4 Supply Chain

7.4.1 Proactively contribute to quality improvement and lessons learnt activities; and

7.4.2 Share knowledge experience, and ideas.

7.5 Staff

7.5.1 Adhere to the requirements of the QMS.

7.5.2 Proactively contribute to quality improvement and lessons learnt activities; and

7.5.3 Share knowledge experience, and ideas.

8. Communication

8.1 Information

8.1.1 We will display information relevant to quality matters in the Office which will be updated on a regular (no more than monthly) basis, and may include items such as the following:

- Quality Briefing Notices.
- Non-Conformance Status.
- Defect / Outstanding Works Status.
- Quality Alerts / Bulletins.
- Completion Documentation Status.
- Information relevant to the Right First-Time programme; and

8.1.2 Our commitment to make quality visible and tangible and honest communication on the Project quality performance is a key feature of our open quality culture.

8.2 Communication

8.2.1 Internal communication within the various Project functions as well as the communication with the *subcontractors*, suppliers and stakeholders is to be performed as follows:

- Documents (including reporting information) will be issued as described in the Document Management and Control Procedure

- Correspondence (letters, internal notes, faxes & e-mails etc.) as described in Document Management and Control Procedure

- Noticeboards;

- Telephone and Mobiles Phones;

- Internet / Project Intranet

8.2.2 The Senior Management Team shall ensure that the above-mentioned internal communications methods, which are required for the effective operation of the QMS, are in place and are working effectively.

9. Purchasing

9.1 Purchasing

9.1.1 Purchasing and procurement of subcontractors shall be managed in accordance with the Procurement Plan.

9.1.2 The Finance Director and Operations Director shall be responsible for ensuring that all applicable Work Instruction requirements are formally flowed down to the subcontractors.

9.2 Verification of Purchased Items

9.2.1 Deliveries of any purchased materials are subject to inspection by the relevant site representatives. The verification consists of:-

- A check against the delivery note to confirm that the materials / items being delivered match those on the delivery note.

- Visual inspection for damage.

- Verification that the correct documentation has been supplied.

9.2.2 Quality records are retained on site and establish objective evidence that the required quality of the delivered product has been met.

9.2.3 These delivery notes and any records will be uploaded onto the CMS system and attached to the purchase order on Job Logic.

10. Review, Acceptance, Implementation and Review of the Quality Management Plan

10.1 Review and Acceptance of the Quality Plan

10.1.1 All formal issues of this Quality Management Plan shall be reviewed and accepted in accordance with AEFM's Document Management and Control Plan.

10.2 Effective implementation of the Quality Plan

10.2.1 Measures will be undertaken to ensure the effective implementation of this Quality Plan. This will include as appropriate:

- issue of the Quality Plan to the Senior Management Team and relevant parties (including *Subcontractors*);

- review of the quality principles, objectives and requirements with *subcontractors* at tender stage;

- Support will be given by the Quality Function to the Team and *subcontractors* to assist in the implementation of the procedures and ensure compliance;

- awareness training by the AEFM Quality Function will be provided to the Team relevant to quality principles and the Quality Management System;

- monitoring and measurement of the effectiveness of the Quality Plan and associated procedures;

- use of quality initiatives to promote quality principles and enhance the quality culture; and

- improvements to ensure the ongoing effectiveness and enhance performance.

10.3 Revision of the Quality Plan

10.3.1 This Quality Plan will be reviewed at least every year in order to maintain its effectiveness. Any update to the Plan will be submitted for acceptance.