

Quality Policy and Practice

May 2014



QUALITY POLICY STATEMENT

VolkerStevin is a major construction and engineering company providing complex engineering solutions across a wide range of sectors including civil engineering, land remediation and regeneration, water and marine infrastructure and flood and coastal protection operating in the United Kingdom. We operate under a fully established BS EN ISO 9001:2008 compliant Quality Management System (QMS). This provides clear guidelines on how we manage quality throughout VolkerStevin.

Our business approach embodies the recognised principles of quality and the core philosophies of quality planning, assurance and control. We will:

- Always seek to fully understand the needs of our customers, and work together to experience excellence of service and product delivery
- Maintain a clear vision of our business values, strategy and direction, and communicate the business drivers, the quality mission and performance objectives to our employees, and all those under our management
- Provide our employees with the training and support needed to supply quality products and services to our customers. We will give individual responsibilities and accountability to employees for delivery performance, and will actively encourage each employee to realise his or her potential
- Ensure our resources and management methods include the appropriate evaluation of risks, consequences and potential impacts on our delivery of service. Our decision making will be based on factual analysis of accurate performance data, balanced with business experience
- Ensure our approach to management is undertaken in a structured and planned way to achieve our performance objectives in the most effective and efficient manner
- Seek continual improvement of our QMS; our processes and our delivery is fundamental to our success, and to the realisation of future opportunities and a sustainable business
- Maintain strong relationships with customers, supply chain and stakeholders, and work collaboratively to continually improve the quality of our delivery

All employees and others working for VolkerStevin are required to comply with this policy, in particular, to ensure they co-operate and carry out activities in a responsible manner. It is the responsibility of VolkerStevin management and supervisory staff to ensure that this policy and its arrangements are implemented.

This policy will be reviewed annually and revised as often as may be deemed appropriate by VolkerStevin, and then brought to the attention of all employees. It is accessible to interested parties via the VolkerStevin website, reception areas or is available on request.



Rob Coupe

Managing Director

May 2014

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INTRODUCTION

About VolkerStevin

VolkerStevin is a multi-disciplinary contractor with a reputation for innovative engineering in the civil engineering, land remediation and regeneration, water and marine infrastructure and flood and coastal protection sectors. Our customer focussed culture empowers our experienced employees to find project solutions which exceed the expectations of all stakeholders.

As part of one of the largest construction groups in Europe, VolkerWessels, we have access to the technical resources and innovations of companies working throughout the world. This includes our 6 sister companies in the UK with whom we form VolkerWessels UK (VW UK). Together we share best practice and skills, harness talent, improve delivery to clients and support the continued growth of the group in the UK.

VolkerStevin's registered office is Hertford Road, Hoddesdon, Hertfordshire EN11 9BX.

What is a Quality Management System (QMS)?

A management system is a structured framework used to establish policy and objectives and to achieve those objectives. A Quality Management System (QMS) directs and controls an organisation with regard to quality. VolkerStevin's QMS is made up of the following:

- A Quality Policy Statement (within the Quality Policy and Practice Manual)
- The *Quality Policy and Practice* (this document), which gives an overview of our approach to 'managing quality'. Every employee has access to this document and it is also accessible to interested parties via the VolkerStevin website, Workspace (our Business Management System), reception areas or is available on request
- A set of 'Processes'
- A set of 'Procedures'
- An organisational structure

Why does VolkerStevin need a QMS?

The QMS helps to ensure that our overall quality objectives, as set out in the Quality Policy, are implemented throughout the organisation and that employees, sub-contractors and suppliers know their roles and responsibilities in helping the organisation to achieve them. To lead and operate an organisation successfully, it is necessary to direct and control it in a systematic and transparent manner. Success can result from implementing and maintaining a management system that is designed to continually improve performance while addressing the needs of all interested parties.

INTRODUCTION (Continued)

Why does VolkerStevin need a QMS? (Continued)

Regular monitoring and auditing of the QMS provides a basis for evaluating its effectiveness and making changes as appropriate, thereby leading to better performance by the organisation on a sustained basis.

BS EN ISO 9001:2008 specifies the requirements of a QMS. It is an International, European and British Standard. It follows the plan-do-check-act model and at its core is the process of continual improvement.

Our QMS has been designed to meet the requirements of ISO 9001, and to ensure we maintain quality in what we do, which is:

- The delivery of multi-disciplinary construction work within the UK, in the public and private sectors
- Undertake projects with design responsibility (i.e. "Design & Build") and without design responsibility
- Work under (but not limited to) standard forms of contract, including joint ventures and term contracts

Organisations can decide to have an external body confirm that their QMS meets the requirements of ISO 9001. This is known as certification or registration. Registration assures users and customers that the organisation has a QMS in place that complies with ISO 9001, irrespective of the business and its work. To maintain compliance, standards are monitored by regular surveillance by the certification body. VolkerStevin are registered to ISO 9001. The British Standards Institution (BSI) is the registration body we use to confirm our QMS meets the requirements. They are accredited by the United Kingdom Accreditation Service (UKAS).

There are a number of benefits that we can gain in having our QMS externally verified, including:

- Confidence that the QMS meets recognised requirements and standards
- A means of driving continual improvement
- A fresh pair of eyes to review the QMS and the way that it functions
- The potential for recognition for our achievements from third parties, such as customers

Processes

A process is a set of interrelated or interacting activities which transforms inputs into outputs. ISO 9001 requires that we must identify the processes that are key to our QMS and how they apply across the company. One of our objectives over the coming year is to detail our processes within a new Integrated Management System built into Workspace.

INTRODUCTION (Continued)

Procedures

A procedure is a specified way to carry out an activity or a process. ISO 9001 specifies that six documented procedures are required:

- Control of documents (Section 1.1)
- Control of records (Section 1.2)
- Audit (Section 5.2)
- Control of non-conformance (Section 5.3)
- Corrective action (Section 5.4)
- Preventive action (Section 5.5)

Overviews of our procedures in these areas are given in the sections indicated in brackets above.

Note on accessing Workspace

The VolkerStevin Quality Policy and Practice is available as a printed document, and electronically via the VolkerStevin Business Management System, Workspace. The processes and procedures are also available via Workspace.

1.0 INFORMATION MANAGEMENT

This section describes the procedures we have put in place to ensure that we use the right information correctly to manage quality.

1.1 CONTROL OF DOCUMENTS

In order to maintain our QMS, there are a number of documents to which we must constantly refer and regulations that we must follow. These include:

- ISO 9001
- Other information such as:
 - Contracts and drawings
 - The requirements of our clients and other interested parties
 - Industry standards and specifications
 - Statutory and regulatory requirements
 - Other VolkerStevin documents including policies, standing orders, directives, etc.

To avoid confusion and mistakes, it is important that we are careful about how we deal with these documents. Procedure Q01 *Control of Documents* has been established to:

- Approve documents as being suitable prior to use
- Review, update and re-approve documents as necessary
- Ensure that changes and the current revision status of documents is clearly indicated
- Ensure that documents are available where they are needed
- Ensure that documents remain legible, readily identifiable and retrievable
- Ensure that documents of external origin are identified and their distribution controlled
- Clearly mark documents that have been superseded or are obsolete and prevent their use

1.2 CONTROL OF RECORDS

Any document, file, notice, drawing, or any other piece of information preserving knowledge or information about facts or events, relating to the work that we carry out, is a record of what we have done. These records are essential parts of our QMS and are controlled and maintained to provide evidence of conformance to requirements, and effective operation of the QMS.

Procedure Q02 *Control of Records* has been established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records that we keep.

2.0 ORGANISATION AND ARRANGEMENTS

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT

ISO 9001 uses the term ‘top management’ to identify a number of key responsibilities with regard to quality management. The roles that fall within VolkerStevin’s ‘top management’ are shown below.

- Managing Director
- Regional / Contracts Directors
- Commercial Director
- Business Improvement Manager
- Senior Health & Safety and Environmental Manager (HSE)
- VolkerWessels UK Head of Corporate Responsibility (CR)

‘Top management’ responsibilities for quality include:

- Developing the Quality Policy, objectives and targets for VolkerStevin, and ensuring that the correct organisational structure and resources are in place to support these goals
- Promoting the policy and objectives to employees to increase awareness, motivation and involvement
- Ensuring that the goals and responsibilities for individual employees reflect our overall quality objectives
- Ensuring our focus is on client requirements
- Ensuring the QMS is implemented to meet the needs of VolkerStevin, its clients and other interested parties
- Reviewing the QMS periodically
- Identifying ways in which to improve the QMS
- Appointing a management representative to monitor and report on the development, performance and improvement of the QMS

Different roles have varying levels of authority with regard to our QMS. These are explained as follows:

Managing Director (MD)

The MD (who is also the Board of Directors’ representative for quality management) holds overall responsibility for the operations of VolkerStevin, from developing long-term strategy for the business to overseeing its day-to-day activities. The MD is ultimately responsible for the company’s QMS and together with the Head of Corporate Responsibility for setting realistic goals for the continual improvement of quality management.

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Associate Directors

Are responsible to the Managing Director for:

- The operation of their divisions, from the initial business development process right through to achieving client satisfaction
- Overseeing and supporting the effective implementation of the QMS and liaising with clients to ensure their satisfaction
- Directing management under their control to implement the Quality Policy at all times
- Accepting their individual role in providing leadership and engaging active participation of workers in improving quality management throughout our activities
- Liaising with the company's appointed quality management to ensure proper communication exists at all levels
- Ensuring adequate planning is undertaken to provide appropriate resources, training and efficient systems of working
- Training, supporting and mentoring their direct staff to develop their knowledge / application of the QMS
- Treating the quality management of our activities as a matter of highest importance

QMS Management Representative

The VolkerStevin Business Improvement Manager is the appointed Management Representative for quality, and has the authority to take any action necessary to ensure that quality is maintained. Formal amendment to the QMS is the responsibility of the Management Representative. Reporting to the VolkerStevin Managing Director, it is the responsibility of the Business Improvement Manager to:

- Ensure the effective use of the CR department and its resources
- Ensure the advisory service provided by the department is an effective and practical interpretation of applicable regulatory and company requirements
- To assist the MD in setting realistic goals for the continual improvement in quality management
- Develop the QMS to achieve the goals set
- Ensure that the goals set are periodically monitored to agreed standards
- Ensure that the company is audited against the standards detailed in the QMS

Quality Management - HSEQS Team

- For the purposes of clarification under ISO 9001, quality management is not outsourced. A Business Improvement Manager is directly employed by VolkerStevin.
- In addition to this, VW UK Corporate Responsibility provides strategic direction, performance management, occupational health, IMS management, technical services and compliance support to all of the VW UK companies.

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Business Improvement Manager

The VolkerStevin Business Improvement Manager is responsible for ensuring effective implementation of the QMS. As a technical specialist they provide support, guidance and training.

The responsibilities of the Business Improvement Manager include:

- Inform, guide and support the workforce in creating workplaces with a positive culture that support the production and delivery of high quality products and services with zero defects
- Discuss current and future works and the inspection requirements necessary to verify conformance with specification
- Carry out auditing in accordance with company procedure Q03 *Audit* to ensure compliance with existing requirements, including but not restricted to the requirements of the QMS
- Ensure that reports are compiled where necessary to enable corrective action to be implemented by site management
- Ensure thorough investigations are completed and appropriate records are compiled where incidents occur, and make recommendations to prevent recurrence
- Advise on quality management training requirements
- Ensure that VolkerStevin's quality management documentation is appropriate and maintained to reflect any changes in requirements
- Maintain their competence through continual professional development
- Adhere to the professional code of conduct as set through membership of the Chartered Quality Institute (CQI)
- Identify opportunities for improvement

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Head of Corporate Responsibility (CR)

The Head of CR is responsible for the implementation and development of sustainable business practices throughout VW UK shared services and business units, to maintain compliance to corporate, legal, and stakeholder requirements. Reporting to the VW UK CEO, the responsibilities of the Head of CR are:

- Oversight of health, safety, environment, quality and sustainability activities and staff across VW UK business units
- Oversight of corporate governance and risk management
- Development of CR strategy through a strategic view of the business environment
- CR management reporting and communications within VW UK and to VolkerWessels
- Management of the integrated management system, its related systems and applicable memberships, affiliations and registration schemes
- Provision of occupational health services to VW UK and its business units
- Commitment to the growth and development of employees, including the delivery of training services and external course provision
- Development of sustainable business practices including the selection and integration of tools and techniques
- Understanding the role of government, business, NGOs, society, global and local issues and how they interact with each other and their impact on VW UK
- Development of systems and protocols, including IT platforms, to support the needs of the business
- Lead officer for major incidents and provision of legal support services

Integrated Management Systems (IMS) Managers

Reporting to the Head of CR are responsible for:

- Establishing the QMS requirements in line with BS EN ISO 9001:2008
- Working with the Head of CR and HSEQ teams to ensure construction standards, specifications, and other requirements are integrated within the QMS
- The co-ordination of activities related to the implementation, development and maintenance of the QMS
- Control, publishing and maintenance of the IMS within Workspace (our business management system)

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

Contracts Management / Site Supervision

It is the responsibility of contract / site management to:

- Oversee and support the effective implementation of the QMS and liaising with clients to ensure their satisfaction
- Train, support and mentor their direct staff to develop their knowledge / application of the QMS
- Be familiar with and observe all relevant standards, specifications and guidance applicable to construction and related industries
- Implement the company's procedures for dealing with subcontractors and ensure that proper co-operation and co-ordination takes place between the various parties who may share the workplace / site
- Provide an overall quality plan for each project, and ensure that the QMS is implemented throughout our activities
- Ensure employees, self-employed, temporarily employed, trainees and non-employed persons have received adequate training and information about the activity they are required to undertake, particularly by ensuring induction is provided for those attending a location for the first time
- Ensure employees are aware of the company's Quality Policy and that they have understood its requirements
- Liaise with others as applicable and support initiatives for quality management
- Report all incidents and complaints to the appointed Quality Manager, carry out investigations, make recommendations to prevent recurrence and ensure this information is effectively communicated
- Ensure that work inspections are carried out, including maintenance of appropriate inspection records
- Implement the advice given by the company's appointed Quality Managers
- Attend quality management training arranged by the company

Site Foremen / Gangers

It is the responsibility of foremen and gangers to:

- Ensure operatives are suitable, competent, trained and authorised to carry out the work
- Encourage the workforce to work in an efficient and tidy manner
- Be familiar with and observe all relevant provisions applicable on site and take immediate action in respect of advice given by the company's appointed Quality Managers
- Co-operate and liaise where appropriate with other contractors' site supervision

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.1 RESPONSIBILITY FOR QUALITY MANAGEMENT (Continued)

All employees, subcontractors and any other persons working on our behalf

It is their responsibility to:

- Understand the parts of the QMS applicable to them and co-operate with Management / Supervision in its implementation
- Follow the instructions given regarding methods of work for particular tasks
- Keep equipment in good order, use the correct equipment for the task, and report any defects in plant and equipment or any shortcoming in construction methodology to their Manager / Supervisor
- Be instrumental in creating workplaces with a positive culture that support the production and delivery of high quality products and services with zero defects

Shared Services Departmental Heads

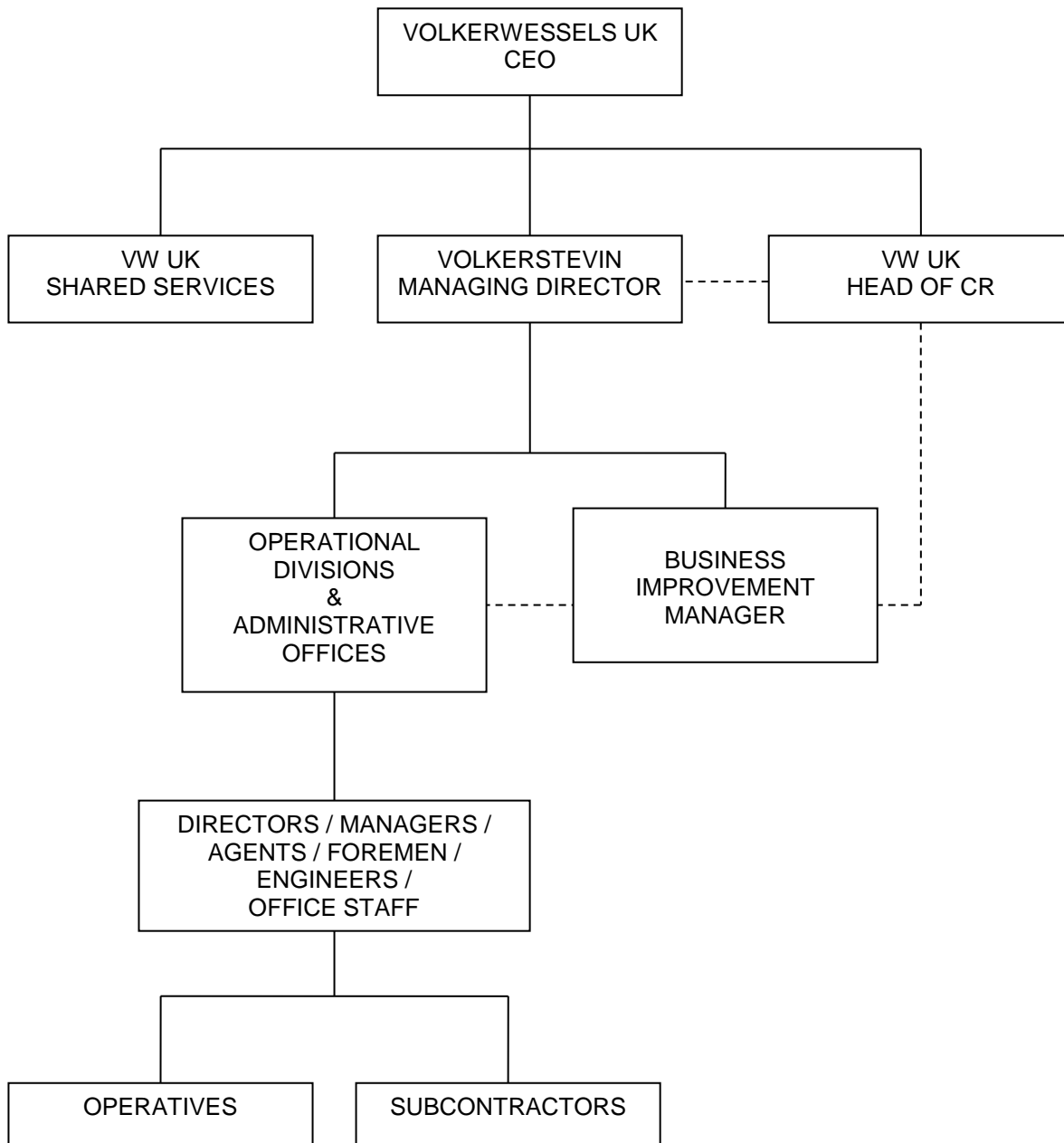
It is their responsibility to:

- Establish the processes and procedures for their areas of responsibility and incorporate them within the QMS, in accordance with the Q01 *Control of Documents* procedure
- Ensure departmental staff are aware of, and implement, the parts of the QMS applicable to them
- Be instrumental in creating workplaces with a positive culture that support the production and delivery of high quality products and services with zero defects

2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.2 ORGANISATION AND STRUCTURE

The company is managed by the board of directors, with the structure for quality management as detailed below:



2.0 ORGANISATION AND ARRANGEMENTS (Continued)

2.3 QUALITY OBJECTIVES, CONTINUOUS IMPROVEMENT & KPIS

VolkerStevin is committed to continuous improvement. To ensure that we are achieving the best results possible using our QMS, we need to measure our performance against objectives. VolkerStevin has established a number of Key Performance Indicators (KPIs) that help us to measure our performance.

The results of these KPIs help us to identify areas that need attention, and by changing our processes to deal with these areas we continually improve the effectiveness of the QMS.

Objectives are established in agreement with 'top management'. These objectives set targets which relate to the KPIs, as well as other requirements according to the current needs of the organisation.

2.4 INTERNAL COMMUNICATION

VolkerStevin is committed to involving all of its employees in the management of quality. We will ensure that our objectives are communicated to employees in a range of ways, including individual meetings, team briefings, memos, notice boards, and other means, and we welcome and act upon employee feedback in order to maintain continuous improvement.

2.5 MANAGEMENT REVIEW

At least once a year, VolkerStevin holds a management review of its QMS, as detailed within the procedure *Q07 Management Review*.

Minutes of the review are issued to appropriate parties, and any changes that are required as a result of the review are incorporated into the management system. Management system changes are communicated through the 'Record of Revisions', emailed to all employees on a monthly basis.

QMS issues are discussed at HSEQS team meetings and senior management meetings, addressing issues including:

- The suitability and appropriateness of the current Quality Policy
- Whether objectives need to be updated or new ones developed
- The adequacy and effectiveness of current processes and resources
- Instances of where our processes and procedures have not been effective
- Whether or not we are delivering projects correctly and with client satisfaction (customer feedback)
- The results of audits (internal and external) of our QMS
- New or revised initiatives for the improvement of our QMS
- Anticipated or actual changes to statutory and regulatory requirements and how they affect our QMS
- Any other changes, such as new product development, that may mean our QMS needs to be revised

3.0 RESOURCE MANAGEMENT

It is important that VolkerStevin provides the correct resources to achieve the quality objectives it has set.

3.1 VOLKERSTEVIN EMPLOYEES

We take care that the Directors and Departmental Managers allocate responsibilities to those who have the appropriate education, training, skills and experience, which is outlined in job descriptions where identified as appropriate for the role concerned.

We are committed to offering training opportunities for all employees, and training needs are identified at annual Personal Development Reviews. Training can be undertaken either through a formal or informal approach, after which it is evaluated and recorded by our personnel team, who also retain copies of certificates and cards that have been gained.

3.2 EXTERNAL RESOURCES

We use a number of external resources to help us with our work, including subcontractors, suppliers and consultants. When selecting external resources, we use our Business Management System, Workspace to store information regarding each organisation.

All external resources must adhere to the requirements of our QMS, unless operating under their own QMS which is registered to ISO 9001 by a UKAS certified registration body.

3.3 THE WORKING ENVIRONMENT

VolkerStevin is committed to providing a safe and suitable working environment. We take care to ensure that we provide appropriate resources, such as buildings, equipment, transport and supporting services, and that they are maintained in a condition that enables our employees to work safely and to meet VolkerStevin's and our clients' objectives.

4.0 PROJECT DELIVERY

4.1 INITIAL CAPABILITY ASSESSMENT

VolkerStevin selects projects that we know we have the resources to deliver, to meet client requirements, and that fit into our overall business plan. This means that we consider issues such as the type and size of project, geographical location, the nature of the client and their needs, and available resources.

4.2 PRICING PROJECT REQUIREMENTS

Tendering processes ensure that we, and our supply chain, clearly understand and can meet the project requirements.

If the tender is successful, the requirements to deliver the project are transferred to the operational teams. The project team will, with the assistance of the Procurement Department, use our procurement processes to ensure that we follow the correct procedures for procurement throughout the project.

An important function of these processes is to show that we keep clear records of how we select suppliers and why and how we procure goods and services to ensure that quality is monitored throughout.

4.3 DELIVERING THE PROJECT

During construction, there are a number of processes that must be adhered to. These include development of the Site Management Plan (SMP), which summarises the actions that must be applied in order to meet client requirements for the project.

It is also important that we keep close control of any products and equipment used during the project, both those that VolkerStevin has procured and those that may have been supplied or specified by the client. For example, we need to keep records to show that we have inspected goods and made sure that they meet our requirements before accepting delivery, keep notes of anything we have returned and state why, clearly mark any goods that are not to be used, and continue to monitor goods or equipment throughout the project to ensure safekeeping and that they remain in a fit state. We must also protect any works that are fully or part-finished while other activities are going on around them to prevent damage.

Exact requirements will be agreed with the client and be recorded in the SMP. Company procedure Q04 *Non-Conformance and Corrective Action* details how we manage non-conforming products.

By following our SMP, we ensure that both VolkerStevin's and our clients' requirements are met.

Our ultimate aim is, of course, to exceed client expectation. Throughout the project we ensure that we regularly liaise with our client to agree and record what is required, revising our approach as appropriate to meet new needs, and follow all established processes, procedures and guidelines to deliver the works to our client's satisfaction and in line with industry, legal and other requirements.

4.0 PROJECT DELIVERY (Continued)

4.4 CLIENT RELATED PROCESSES

Requirements specified by the client are determined, and particular consideration is given to:

- Availability of product collection, delivery and support
- Obligations related to product and service including statutory and legal requirements

In order to establish and maintain client satisfaction, it is ensured that each commitment to supply either product or service in relation to the project is formally reviewed and controlled.

This review is conducted prior to the commitment to supply and shall ensure that:

- The requirements are adequately defined, documented and planned
- Where the client provides no written statement of requirement, the order requirements are confirmed before acceptance
- The requirements comply with the enquiry and any differing requirements are satisfactorily resolved
- VolkerStevin has the ability to meet the defined requirements

The results of the review and subsequent follow-up actions are recorded. Where product or service requirements are changed, and agreed with the client or their representative, the documentation is amended and all relevant personnel made aware of the change.

5.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

VolkerStevin uses a number of measurement techniques to help us analyse and improve our performance.

By looking at how we do things and the results we achieve, we are able to revise our systems, such as our QMS, where required.

KPIs and client surveys are examples of how we gain feedback on how we are performing and what our clients' think of us.

5.1 CLIENT SATISFACTION

On a regular basis we complete client satisfaction questionnaires to ensure continuing satisfaction, and to discuss opportunities for further work.

5.2 AUDIT

VolkerStevin's internal auditors perform periodic checks on our QMS in accordance with procedure Q03 *Audit* to determine effectiveness and company-wide conformance to the system.

From time to time we are also audited by external bodies (third parties), such as clients, trade organisations and the BSI. These audits will demonstrate conformance to our QMS, current performance, our ability to meet their requirements and where appropriate conformance to standards such as ISO 9001.

5.3 CONTROL OF NON-CONFORMANCE

BS EN ISO 9000:2005 defines 'non-conformity' as 'non-fulfilment of a requirement', where 'requirement' is a 'need or expectation that is stated, generally implied or obligatory'.

Non-conformance potentially arises through any of the following:

- At internal audit, a failure to comply with VolkerStevin systems and requirements
- Failure of a product / service upon testing / inspection to comply with specification requirements
- Complaint from a customer / client in respect of the product / service provided by VolkerStevin
- Third party complaint

When such instances are identified, they are dealt with in accordance with procedure Q04 *Non-conformance and Corrective Action*.

5.4 CORRECTIVE ACTION

Corrective action is the action taken to eliminate the cause of an identified non-conformity. It is the action taken to deal with the root-cause of the situation.

Procedure Q04 *Non-Conformance and Corrective Action*, defines how non-conformances, including complaints from the client, are reviewed in order to determine the required action. The review will also include:

- Identifying if the QMS or contract documentation need to be reviewed; and if corrective action is required, the appointed Quality Manager is informed and will help agree how the revision is to be applied
- If our service is found to be non-conforming, we may discuss this with the client to see if the task needs to be re-worked, or whether an alternative approach or concession can be agreed

5.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT (Continued)

5.5 PREVENTIVE ACTION

VolkerStevin's procedure Q06 *Preventive Action*, establishes how to prevent errors recurring, and identification of potential non-conformances.

Non-conformance reports, audit findings and customer comments are reviewed by Quality Managers to identify any trends in errors. In this way, they can assess whether a change to the QMS is required.

Where a non-conformance has highlighted a significant risk, the preventive action will be implemented immediately.

Any changes made are communicated to all employees and the new arrangements monitored for effectiveness.

5.6 ANALYSIS OF DATA

The results that we collect from KPIs, non-conformances, audits, client satisfaction surveys, feedback on our supply chain, etc. are analysed to discover how effectively we are performing and where there are weaknesses in our QMS. In this way we can identify areas for improvement.

5.7 CONTINUAL IMPROVEMENT

Continual improvement of our QMS is achieved by using the data we collect, as described above, as well as through employee feedback and management reviews, to revise and improve our systems and processes.