

**BS EN ISO 9001:2008/CYS EN ISO 9001:2008**

# **Quality Manual**

## **DECLARATION**

**This Quality Manual is the property of  
CYBARCO LTD**

**Responsible person / organisation : Andreas Charalambous/CYBARCO LTD**

**Approved By :**

## **QUALITY POLICY**

All of us in **Cybarco** are committed to completing the projects we undertake to the client's satisfaction, always honouring the contractual terms while maintaining the high quality levels, which distinguish us.

Cybarco always conforms to the legislation in force. The management of the Company is committed to provide the required resources for the implementation of the Quality Management System.

Our goals:

- the continuous Quality Improvement with the participation of everybody in the Company, Management and employees
- the improvement of the Health and Safety conditions at work and the development of Environmental Awareness
- the promotion of the Construction Industry's role in society

The adoption of a Quality System according to the ISO 9001:2008 standard contributes to the realisation of the Quality Policy Goals. This policy forms the basis for the establishment of quality objectives and it is communicated to all personnel with the aim of its implementation.

With this policy statement, we are committed for the continual improvement of the effectiveness of our Quality Management System through the systematic monitoring of its performance and the implementation of the necessary improvement actions. The quality policy and the quality objectives are reviewed during structured management reviews at least once a year in order to ensure their continuing suitability.

The Executive Vice Chairman

Marios E. Lanitis

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## 1. Introduction

### The Organisation

**Cybarco** was incorporated under the Companies (Limited Liability) Law and registered in Cyprus in 1945.

The Company is a member of the Lanitis Group of Companies, which is considered to be a major trading, tourist, industrial, agricultural and financial conglomerate in Cyprus.

**Cybarco** has been operating, since its foundation in 1945, as an elite contracting organisation in Cyprus and has carried out major civil engineering and building projects of such a diverse nature, as airfields, runways, hangars, roadworks and highways, pipelines, sewage systems, small marine works, dams, big oil tanks, grain silos, hotels, housing schemes, public buildings (air terminal, police headquarters, theatre, etc..) and the like. The Company has been for many years, the main contractor for the UK Ministry of Defence and the Department of the Environment in Cyprus.

**Cybarco** is one of the first companies to discern the need of well designed and constructed property developments and is now amongst the largest property development companies on the island, offering a wide range of properties from comfortable residential homes, to successful commercial centres.

Following the 1974 invasion of Cyprus by the Turkish armed forces and the continuing illegal occupation of 37% of Cyprus, **Cybarco** was forced to limit its activities to the free part of the island.

The Company's tailor made computer system covers the whole spectrum of its activities – Estimating, Project Management, Purchasing, Inventory, Plant Management, Real Estate Sales and Financial Management.

**Cybarco** operates its own fleet of modern plant and equipment required for the whole scope of its activities properly maintained in fully equipped spacious workshops at its Nicosia premises.

As part of its overseas operations **Cybarco** established the following overseas Companies.

In 1995 **Cybarco U.K.** was established.

In 2002 **Cybarco AE (Development)** was established.

In 2002 **Cybarco ATE (Contracting)** was established.

In 2006 **Cyprus Building and Road Construction Company** was established

## 1.2 Scope of Registration

The quality assurance system covers all the activities of **Cybarco** for all Company's divisions.

The activities of the Contracting Division are:

- The central Project Planning process
- The Business Development Activities
- Control of the project design
- The tendering process
- The purchasing of materials and equipment for the various projects as well as the handling of materials, equipment and other items supplied by the customer.
- Identification and requisitioning of materials and equipment to be incorporated in the project, inspection of incoming materials and equipment, as well as handling of the materials, equipment and other items supplied by the customer
- Subcontractors' awards
- Quality control of the materials and equipment to be incorporated in the project, of the various work and of the construction of the project in general
- Storage and handling of materials and equipment to be incorporated in the project
- The management of production equipment
- Delivery to customers
- Project maintenance after delivery.
- Evaluation of customer feedback

The activities of the Development Division are:

- identification of customer needs
- marketing activities
- control of the project design
- identification and requisitioning of materials and equipment to be incorporated in the project, inspection of incoming materials and equipment, as well as handling of the materials, equipment and other items supplied by the customer
- subcontractors' awards
- sale of properties
- quality control of the materials and equipment to be incorporated in the project, of the various work and of the construction of the project in general
- storage and handling of materials and equipment to be incorporated in the project
- delivery to customers
- project maintenance after delivery
- evaluation of customer feedback

## **2. General principles**

### **2.1 Proprietary statement**

This manual is the property of the Company and contains information of proprietary nature. It is not to be reproduced, distributed, or used for purposes other than those required for its appropriate use internally and externally.

This manual is to be returned to the Company when it is no longer needed or upon request.

Cybarco reserves the right to amend the content of this document as well as the procedures and forms included in the Quality Management System to reflect any change in circumstances and methods that may apply at any time.

### **2.2 QM document control**

This document is to be distributed to the persons specified in section 2.3 of this manual. All issues of the QM are displayed in the Issue Control table in Appendix III.

### **2.3 Controlled Quality manual distribution**

To all Managers.

This is a controlled manual that is distributed to authorised personnel. Additional copies may be distributed for information purposes only. In such a case an UNCONTROLLED stamp will be inscribed on each page.

**3. Definitions**

Calibration	All the operations for the purpose of determining the values of errors of a measuring instrument and if necessary to determine other metrological properties.
Certificate of Conformity	A document signed by a qualified party confirming that, at the time of the assessment, the product or service met the stated requirements.
Certification	The authoritative act of documenting compliance with agreed requirements.
Competence	Demonstrated ability to apply competence and skills
Compliance	An indication or judgement that the product or service meets the agreed requirements of the relevant specification; also the state of meeting the requirements.
Conformity	The fulfilment of a specified requirement by quality characteristic of an item or service, the assessment of which does not depend essentially on the passage of time.
Continual improvement	Recurring activity to increase the ability fulfil requirement.
Controlled Copy	An identifiable copy of a document, which is distributed, revised, or replaced through a written control procedure, which assures the document, reflects all current requirements.
Corrective Action	Action to eliminate the detected nonconformity.
Customer	Ultimate consumer, user, client, beneficiary (or second party).
Customer Satisfaction	Customer's perception of the degree to which the customer's requirements have been fulfilled.
Infrastructure	Organisation, system of facilities, equipment and services needed for the operation of an organisation.
Inspection	The process of measuring, examining, testing to compare a characteristic of an item with specified requirements with the aim to identify whether conformance to these exist.

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Instruction	The written and/or spoken direction given in regarding to what is to be done, including the information given in training.
Measurement process	Set of operations to determine the value of a quantity.
Measuring Equipment	Any electronic device, gauge, fixture, tool, jig, template used for product acceptance.
Nonconformity	An observed situation where factual evidence indicates a failure of the specified requirements for a management system.
Preventive action	Action to eliminate the cause of a potential nonconformity or other undesirable situation.
Procedure	A clear statement written/or spoken laying down the correct way of carrying out some aspect of business operations.
Process	Set of interrelated or interactive activities which transform inputs into outputs
Qualified Personnel	An individual with characteristics or abilities gained through training or experience or both, as measured against established requirements such as standards or tests, that enables an individual to perform a required function.
Quality	The totality of features and characteristics either stated or implied of a product or service that bear on its ability to satisfy a given need.
Quality Assurance	All activities and functions focused on providing confidence that quality requirements will be fulfilled.
Quality Control	The operational techniques and activities that sustain the product or service quality to specified requirements. It is also the use of such techniques.
Quality Manual	A document setting out the general quality policies, procedures and practices of an organisation.
Quality Objective	Something sought, or aimed for, related to quality

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Quality Policy	The overall quality intentions and objectives of an organisation as formally expressed by senior management.
Quality Plan	A document derived from the quality manual (supplemented if necessary) setting out the specific quality practices, resources and activities relevant to a particular contract, project or product.
Quality System	The organisation structure, responsibilities, activities, resources and events that together provide organised procedures and methods of implementation to ensure the organisation can meet quality requirements.
Registration	The formality in acknowledgement by a certification body accredited by a recognised national authority that an organisation has been assessed and shown to comply with ISO 9001:2008 at the time of assessment.
Sample	A group of items or individuals, taken from a larger collection or population, that provides information needed for assessing a characteristic(s) of a population, or which serves as a basis for action on the population.
Specification	The document that describes in detail the requirements with which a product or service has to comply.
Supplier Assessment	Assessment of an organisation's quality management system against the requirements of the ISO 9001:2008 quality standard, generally after placing an order.
Testing	The determination or verification of the capability of an item to meet specified requirements by subjecting the item to a set of physical, chemical, environmental or operating conditions.
Traceability	The ability to trace the history, application or location of an item or activity, or similar items or activities by means of recorded identification.
Validation	Confirmation, through the provision of objective evidence that the requirements for a specific intended use or application have been fulfilled
Verification	Confirmation, through the provision of objective evidence that the requirements have been fulfilled.
Work Environment	Set of conditions under which work is performed.

## **4. Quality Management System**

### **4.1 General Requirements**

The Company has established, documented, implemented and maintains a quality management system and has established mechanisms through which there is continuous improvement of its effectiveness in accordance with the requirements of this International Standard.

For the development of this system the Company has:

- Identified, documented and implemented the quality management system processes
- Determined their sequence and interaction
- Defined criteria and established the necessary resources for their effective operation
- Established mechanisms for their monitoring, measurement and analysis as well as for their continual improvement.

### **4.2 Documentation**

#### **4.2.1 General**

Cybarco maintains a documented quality management system, which complies with the requirements of the ISO 9001:2008 standard. This system consists of :

#### **A. Quality Documents and Data**

I. The present **Quality Manual** is a brief description of the methods that the Company applies in order to fulfil the requirements of the standard.

II. The **Quality Procedures**, which describe the way by which the Company's activities, briefly described in the Manual, actually take place (see Appendix III).

III. The **Work Instructions** that describe in detail some activities which require a further analysis to the one given in the equivalent Procedure (e.g. Site Filing System).

IV. The **Documents** or Forms used for the application of procedures and form an integral part of those Procedures.

V. The **Quality Plans**, which are produced for every project and refer to Quality issues regarding the specific Project (Organization, Testing Plans, Special Project Procedures or Instruction, Documents used etc.).

VI. The Project Contract and the Designs

VII. The Quality Data either coming from the Company or from external sources and which support the application of the Quality System.

### **B. The Quality Records**

All the Records produced following the application of the Procedures are evidence of the functioning of the Quality Assurance System. These records are defined in each Procedure they are associated with.

The Management ensures that each member of staff is informed about the system, understands its spirit and follows the procedures and instructions that are related to their job. Quality Management System documents are controlled so as only the pertinent issues are used (see paragraph Control of documents).

The Management Representative ensures that obsolete documents are destroyed or accordingly labelled and are not in use. All issues or amendments of quality management system documents require approval.

#### **4.2.2 Quality Manual**

The Company has established and maintains this Quality Manual that forms part of the Quality Management System. The Quality Manual consists of:

- The Quality Policy
- The scope of the quality system
- Description of the methods implemented for the fulfilment of the ISO 9001:2008 standard requirements
- Reference to the documented procedures. Appendix III presents the relation of documented procedures and the requirements of the standard.
- Description of the interaction of the quality system processes in Appendix II.

#### **4.2.3 Control of documents**

All the quality documents are issued, approved, modified, reissued and distributed by authorized personnel and are at the disposal of the personnel who should use them according to relevant procedures.

The Quality Manual is issued by the Quality Assurance Manager. The Quality Procedures are issued by authorized personnel who have the greatest affinity with the procedure activity and is nominated by the Quality Committee. The Quality Instructions, which support the procedures, are issued by the editor of the corresponding procedure or somebody else who is designated by the editor.

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All the above documents are approved by the Quality Committee and are signed by the General Manager Contracting and the General Manager Property Development as representatives of the Quality Committee. The Project Quality Plan is developed by the Project Manager and approved by the Contracts Manager/ Technical Manager and the Quality Assurance Officer.

The list of the Quality Management System Procedures appears in Appendix III. The procedures concerning only the Contracting Division include in their code the letter C, the procedures concerning only the Development Division include in their code the letter D.

The documents are distributed in a controlled way to Company personnel who will use them. There is also a possibility of further controlled circulation inside a department or a project. There is also the possibility of controlled or uncontrolled circulation to recipients outside the Company. For every circulation necessary documentation exists.

The documents are modified by the editor when there is a need, and they are approved by the Quality Committee. New editions are distributed to the same recipients.

The original edition of the documents is kept in the filing system of the quality assurance department as well as in electronic form. All users of the system have access to the latest versions of the QA documents through the company's intranet.

The data which support the quality system (in hard or electronic format) are checked for their suitability, issued, revised, circulated and kept by authorized personnel. The detailed manner of their handling is defined in each procedure they support.

The incoming and outgoing correspondence as well as the communication takes place in a controlled way i.e. is registered, copied and filed according to relevant procedure so that the best communication between everybody involved in a project is achieved.

#### **4.2.4 Control of quality records**

The system outlines the policy and practice adopted by the Company with respect to quality records which shall provide objective, traceable evidence relating to achieving product specification(s) and performance requirements. Quality records are kept in order to supply effective evidence of all activities of the quality management system.

Every systematic quality assurance action in **Cybarco** is recorded and these records are collected and kept in the appropriate files, as defined in the relevant procedure. The records maintained in the different departments and projects of the Company demonstrate the efficient application of the quality system.

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Records occur from:

- incoming and outgoing correspondence
- application of the quality assurance system
- the data that support the application of the quality system

Every quality procedure accurately defines the location and retention time of all records supporting the procedure.

Every department and every project has the responsibility to collect and organize the filing of quality records, which demonstrate the effective application of the quality management system in their area.

Quality records mainly consist of minutes of meetings, inspection records, audit reports, training records etc. Records are usually in the format of completed forms filled in files, books/ registries or computer files. They are all readable, identifiable, protected in the best possible way to prevent deterioration or loss and accessible to the users. Special care is given to the handling of electronic records regarding the access of authorized personnel only for the use and modifications of these records. Also, a back-up copy is produced so that the records are available in case of a problem with the computer system.

## 5. Management Responsibility

### 5.1 Management Commitment

Management commitment for the development implementation and continuous improvement of the Quality Management System is expressed through:

- Communicating to the organisation the importance of meeting customer as well as statutory and regulatory requirements
- Clear definition and communication of quality policy and objectives;
- Provision of the appropriate work environment
- Structured management reviews, thus assessing the performance and effectiveness of the Quality Management System;
- Ensuring the availability of resources.

### 5.2 Customer focus

The Company has created within the Quality Management System, the necessary mechanisms for assessing, understanding and satisfying its customer needs and expectations.

Customer needs and expectations are identified by Surveys carried out by the Company as well as through the continued follow up of market trends, competition and customer satisfaction feedback. The results of such surveys are analysed and the results are used as input to the improvement cycle of the Company's

system (see also *clause 8, Measurement, analysis and improvement*).

### **5.3 Quality policy**

The Quality Policy Statement as stated within this manual provides evidence of management commitment for the implementation and continual improvement of the Quality Management System.

Quality objectives are defined in line with the quality policy and their implementation is effected through the Quality Management System. The policy is expressed in a language, which can be easily understood by all employees and is reviewed on a systematic basis to ensure its continuing suitability.

### **5.4 Planning**

#### **5.4.1 Quality Objectives**

The Company has developed a documented procedure for the establishment and measurement of quality objectives. The Company has set quality objectives within its various departments, which are reviewed at predefined stages. Such objectives are consistent with the Company's quality policy and the degree of their achievement is measured by authorised personnel with the use of required records and statistical data.

#### **5.4.2 Quality Management System Planning**

In addition to the documented procedures of the quality management system (Appendix III), due to the nature of the Company's activities, the planning for each project is necessary. This is achieved through the preparation of the project quality plan that is based on the contract and other specific project requirements. Within the project quality plan, all subjects related to project quality are defined. The project quality plan is based on the existing management system and when necessary, specific to the project documents are developed.

### **5.5 Responsibility, authority and communication**

#### **5.5.1 Responsibility and authority**

The Company's overall organisational structure is shown in Appendix V. This determines the key positions, which are relevant to the performance and the control of tasks, which ensure quality. The detailed description of duties and responsibilities of every job position, that affects the quality, is included in the Organizational Manual of **Cybarco**.

The structure of each Project appears in the Project Quality Plan where the key positions effecting performance and control of the project are established.

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**Cybarco's** operation is based on established responsibilities at the Company and project levels. Special care has been taken to distribute the responsibility and organization concerning purely Quality Management.

The Project Quality is ascertained by the co-operation of all those actively participating in the construction and those technically and administratively supporting the project. The achievement of Quality does not depend on a single employee or a single department but it is the collective case of all the managers and the departments.

A brief description of the responsibilities and authorities for all departmental managers is given here below:

### I. AT COMPANY LEVEL

#### **Chief Executive Officer Contracting Operations (CEO(C) )**

- Participation in the development of the general policy and quality policy of **Cybarco** in close cooperation with the General Managers.
- Application of the policy in the Construction division.
- Responsibility for setting and communicating clear policy and objectives of the Contracting division.
- Responsibility towards the Company for all the activities in financial matters, quality and finally for the success of the business objectives of the Contracting division within the framework of the general policy of the Company.

#### **Cyprus Contracting Operations Manager**

- Participation in the development of the General Policy and of the Quality Policy of **Cybarco** in close cooperation with his peer General Managers.
- Application of the Policy in the Contracting Division and General Management of the Division.
- Responsibility for setting and communicating clear policy and objectives for the Contracting Division.
- Responsibility for all the Company's (Contracting Division) activities, financial quality, health

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and safety, commercial targets as defined by the General Policy of the Company.

- Planning, organizing of the division, development and integrating of the personnel, monitoring and control of the goal achievement.

### **General Manager Property Development**

- Participation in the development of the General Policy and of the Quality Policy of **Cybarco** in close cooperation with his peer General Managers.
- Application of the Policy in the Development Division and General Management of the Division.
- Responsibility for setting and communicating clear policy and objectives for the Development Division.
- Responsibility for all the Company's (Development Division) activities, financial quality, health and safety, commercial targets as defined by the General Policy of the Company.
- Planning, organizing of the division, development and integrating of the personnel, monitoring and control of the goal achievement.

### **Chief Financial Officer**

- Participation in the development and implementation of the General Policy and of the Quality Policy of **Cybarco**.
- Management for the smooth operation of the financial department.
- Development and implementation of the Financial Policy and Planning and, in the framework of the above, responsibility for the handling of the Economics (Financial Controller) and the Financial Management (Treasurer).
- Responsibility for providing support to the productive divisions of the Company (Contracting Division, Development Division) for the realization of the financial targets of the Company.

### **Quality Assurance Manager**

(see section 5.5.2)

### **Human Resource Manager**

- Participation in the development and implementation of the General Policy and of the Quality Policy of **Cybarco**.
- Management and smooth operation of the Human Resource Department, Human Resource Management, development and implementation of Human Resource Policy.
- Development and implementation of the Human Resources policy and planning.
- Responsibility for the due performance of training programs and development of the personnel.
- Responsibility for the smooth relationship between the Company and the personnel and the negotiation on behalf of the Company with the employees' trade unions.
- Overall responsibility for the management of Health and Safety and insurance related matters of the Company.

### **IT Manager**

- Participation in the development and implementation of the general policy of **Cybarco** and especially of the IT Department, as well as of the quality policy of the Company and the establishment and implementation of the department's quality objectives.
- Management for the smooth operation of the IT Department of the Company.
- Responsibility for the optimum use and maintenance of the hardware and software systems, so as to make easy use of the information and the development of the Company.

### **Estimating Manager**

- Participation in the development and implementation of the General Policy of **Cybarco**

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and particularly of the Contracting Division as well as of the Company Quality Policy and the establishment and implementation of the department's quality objectives.

- Management and smooth operation of the Estimating Department.
- Care for utilization of the Company's resources in the development of the tenders.
- Monitoring the preparation and submission of optimum offers in conjunction with personal contacts and timely information, so that successful awards of contracts are achieved.

### **Plant Manager**

- Participation in the development and implementation of the General Policy of **Cybarco** and particularly of the Plant Department as well as of the Company Quality Policy and the establishment and implementation of the department's quality objectives.
- Management and smooth operation of the Plant Department.
- Responsibility for the optimum use and maintenance of the machinery used at the Projects.

### **Purchasing Manager**

- Participation in the development and implementation of the General Policy of **Cybarco** and particularly of the Purchasing Department as well as of the Company Quality Policy and the establishment and implementation of the department's quality objectives.
- Management and smooth operation of the Purchasing and Supplies Department.
- Responsibility for the optimum purchasing of materials either from the local market or from abroad for all the Contracting and Development Division projects.

### **Commercial & Planning Officer**

- Participation in the development and implementation of the General Policy of **Cybarco** and particularly of the Contracting Division as well as of the Company Quality Policy and the establishment and implementation of the department's quality objectives.

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- Management and smooth operation of the .Commercial Department.
- Support in the Contract Review prior to their acceptance.
- Responsibility for all claims, final accounts, etc.
- Responsibility for the preparation and follow up of time schedules of the projects.

### **Contracts Manager**

- Participation in the development and implementation of the General Policy of **Cybarco** and particularly of the Contracting Division as well as of the Company Quality Policy for his area of responsibility and the establishment and implementation of the department's quality objectives.
- General monitoring and responsibility for the optimum execution of the Projects under his authority.
- Support to the Estimating department.

### **Sales and Marketing Manager**

- Participation in the development and implementation of the General Policy of **Cybarco** and particularly of the Marketing department of the Development Division as well as of the Company Quality Policy and the establishment and implementation of the department's quality objectives.
- Responsible for market research and marketing activities of the Development Division in Cyprus and overseas.
- Responsible for the achievement of the marketing objectives at an annual and project basis.

### **Technical Manager**

- Participation in the development and the implementation of the General Policy and more specifically of the Policy of the Development Division as well as of the Company's Quality Policy.
- Management and smooth operation of the technical and sales Departments of the Development Division.

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- Design review and Construction control – Development Projects supervision.
- Responsibility for achieving sales targets on yearly basis and by project.
- General monitoring and management of the sale personnel of the sales offices in Cyprus.

### **Health and Safety Officer**

- Participation in the development of the H&S policy and objectives, as well as responsible for the implementation of the policy and achievement of objectives.
- Responsible for informing Management regarding H&S legislative requirements and required actions for compliance.
- Responsible for the preparation of H&S plans during tendering and construction stage.
- Responsible for supervising the implementation of the H&S plan, investigation of accidents, training of personnel regarding H&S matters and liaises with relevant authorities and insurances.

## **II. AT PROJECT LEVEL**

### **Project Manager**

- Management of labour, supplies, machinery, technical personnel and other resources in such a way so as to ensure the conformance with the contract.
- Responsible for the establishment and achievement of the project's quality objectives.
- Reduction of project costs and ensuring Company's financial rights
- Responsible for the execution of projects within the quality levels set by the Company
- Compliance with legislation and Company procedures
- Ensure the existence of good relations between all involved parties

### **5.5.2 Management Representative**

The Management Representative oversees the operation of the implemented quality management system and ensures that such is constantly reviewed and upgraded to meet changing customer and business needs as well as process requirements. Moreover he ensures that the system is regularly audited and identified nonconformities are efficiently and effectively corrected within defined time limits. He is also responsible for ensuring that all nonconforming situations are corrected and where necessary raise such issues to the Quality Committee (Q.C.).

The administration of the quality manual, quality management system, procedures, instructions and directives, analysis of audit reports and defect data, the monitoring of corrective and preventive actions and the reporting to senior management with a view to continuous improvement of the quality system.

### **5.5.3 Internal Communication**

The Company has established a methodology by which management and personnel communicate with each other as to the policy, operations and the effectiveness of the Quality Management System.

The communication channels used may vary according to the information being communicated and include, documented procedures, meetings and internal memos.

Furthermore, communication between staff and management is achieved through the implementation of an employees suggestions system that contributes in the continual improvement of the quality management system.

## **5.6 Management review**

### **5.6.1 General**

The Quality Committee (Q.C.) which has the following members: General Managers, Chief Financial Officer, Quality Assurance Manager, Quality Assurance Officer and any other person the QC decides (e.g. ex Quality Assurance Managers), has the responsibility for reviewing the quality management system and its effectiveness according to a documented procedure. The composition of the Quality Committee is subject to change depending on the Company needs and with the decision of the committee itself. The quality management system will be reviewed at least once a year or when the Quality Assurance Manager decides, in order to ensure that it is efficient, appropriate, effective and meets the requirements of the CYS ISO 9001: 2008/ ELOT ISO 9001:2008 standard and the Company's requirements.

The management review should ensure that the Company's objectives have been achieved, nonconformities have been reviewed, and when appropriate additional actions for improvement have been implemented.

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In addition to the above, during the management reviews additional subjects may be discussed as appropriate. For every Quality Committee meeting an agenda is prepared, which is timely distributed to the Committee members. Minutes are kept for every meeting, wherein the required actions and responsibilities for their realization are duly documented. The Quality Assurance Officer (QAO) follows up the actions taken and reports to the Committee on the status of their implementation.

### 5.6.2 Review input

The following subjects are inputs to the Management Review:

- Pending issues from previous Management Reviews
- Review of the quality policy and quality objectives
- Required quality management system documentation changes
- Evaluation of suppliers
- Nonconforming products
- Evaluation of customer satisfaction feedback
- Quality Management system audit results;
- Status of corrective and preventive actions;
- Personnel training needs
- Recommendation for improvement
- Other matters

### 5.6.3 Review output

The outcome of the Management Review, that is Review output, include any decisions and necessary actions needed to be addressed and are related to the following:

- The improvement of the Quality Manual System (QMS) and its processes;
- Improvement of product related to customer requirements, and;
- Resource needs.

Minutes are kept for every management review meeting, wherein the required actions and responsibilities for their realization are duly documented.

The QAM has the responsibility to send the management review minutes to all participants and any other person he believes is necessary. Furthermore, the implementation of the actions decided at the management review meeting is monitored and followed up as described in a documented procedure.

## 6 Resource Management

### 6.1 Provision of resources

It is the responsibility of the Company's management to identify and ensure that appropriate resources are made available for carrying out the work. Resource requirements are identified based on the:

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- (a) Company's policy and objectives
- (b) Quality Management System requirements
- (c) Legislative requirements
- (d) Requirements of the various projects

The Management of **Cybarco** provides for the acquisition, correct operation and regular maintenance of the suitable equipment for the construction and control of the projects. It also makes sure that all the construction works and the control activities are performed with the right methods according to the Contract specifications and the legislation in force.

It also provides for the assignment of suitable personnel at the headquarters and the Company sites while making sure that the human resources are upgraded by training.

Identification of personnel and resources requirements is effected during the tendering procedure and during the creation of the Quality Plans. Also the requirements in personnel and resources are discussed in the Quality Committee.

In this manner, by employing suitably trained personnel, using reliable and modern equipment and performing all of its activities according to the established and documented procedures and working instructions of the Quality Management System, which conforms to the ISO 9001:2008 standard, the Company achieves the construction of projects according to the specific customer and legislative requirements.

## **6.2 Human resources**

### **6.2.1 General**

The Company has developed the necessary systems to ensure that all personnel performing work affecting product quality is competent for performing such activities successfully.

### **6.2.2 Competence, awareness and training**

The Company acknowledges that personnel performance is vital for the quality of the product, customer satisfaction, efficiency and profitability.

For this reason the Company has identified the required qualifications and skills of its personnel for the various positions, and ensures the compliance with these through the implementation of personnel evaluation and training procedures.

According to these procedures, personnel training requirements are identified and assessed at a continual basis, through the evaluation of personnel performance, specific project requirements, the upgrading or change to systems and procedures and legislative requirements.

The heads of the departments and the Project Managers judge the training needs of each employee, case by case at least once a year, and propose the kind of training to the Human Resource Manager, who makes sure that the employees participate in the proper training programmes. Training includes quality

education as well as specialized technical issues.

Upon completion of a training course, the participants evaluate the training course. The Human Resource Manager suggests for the participation in future training courses based on the participants' evaluation.

The effectiveness of the training provided to each employee is evaluated and corresponding records are retained.

Records of education, training, skills and experience are kept for each employee. The Human Resource Manager is responsible for updating these records.

Moreover, the Company's management has the responsibility to make personnel aware of the relevance and importance of their activities in the achievement of the quality objectives.

### **6.3 Infrastructure**

The Company has established the necessary infrastructure for meeting project requirements and the requirements of offered services in terms of buildings, machinery and equipment as well as supporting services (transportation, site offices etc).

**Cybarco** has the appropriate construction equipment and measuring and monitoring devices for fulfilling the construction requirements. For these machines there are established maintenance methods and instructions for use so that the effectiveness and reliability of the machinery is assured as well as the safety of the personnel operating them. The Company is continuously informed about new technology equipment and when thought necessary purchases or renting of machines take place. In regular intervals the suitability of the existing equipment is reviewed.

Through the Quality Management System a procedure dealing with the appropriate preventive maintenance of machinery and equipment as well as the handling of breakages is implemented.

### **6.4 Work environment**

The Company is committed towards providing the necessary work environment that would ensure the achievement of conformity to product requirements. The development and implementation within the Company of a Health and Safety Management System contribute towards this.

The H&S procedures are included in the H&S Manual, where the responsibilities of personnel regarding H&S are also defined.

On a yearly basis the Company's policy on H&S is reviewed and the targets for the year are set.

The H&S system is supportive to the Quality Management System (QMS), as H&S of personnel is a prerequisite to quality.

## **7 Product Realisation**

### **7.1 Planning of product realisation**

The Company has planned and developed the necessary processes for the realisation of projects undertaken. Planning for projects realisation is in line with the Quality Management System's processes requirements as mentioned in paragraph 4.1.

In planning the realisation of projects the Company has determined the following:

- Project quality objectives and requirements as these are defined in Quality Management System procedures as mentioned in paragraph *5.4.1 Quality Objectives* of this manual.
- The need to establish processes, documents, and to provide resources for product realisation as described in paragraph *4.2 Documentation Requirements* of this manual.
- The required verification, validation, monitoring, inspection and test activities as well as criteria for product acceptance.
- Required records for providing evidence that the realisation processes and the resulting product meet requirements as described in paragraph 4.2.4 of this manual.

All activities related to project planning and monitoring are documented in the relevant forms (Control Documents). Such documents and the Project Quality Plan are distributed, with the responsibility of the Project Manager, to different Company's managers for information as appropriate.

### **7.2 Customer – related processes**

#### **7.2.1 Determination of requirements related to the product**

The Company through the implementation of its Quality Management System defines:

- Customer requirements. The Company utilises two contract types. The first one deals with project assignment by the client (Contacting) where customer requirements are defined in the contract. The other type refers to the sale of developing projects where customer requirements are identified through market research and based on the documented procedures of the sales function.
- The requirements for its product's intended use
- The statutory and regulatory requirements relating to the product as well as
- Any other requirements determined by the Company

### 7.2.2 Review of requirements related to the product

#### A. Tenders And Contracts – Contracting

The Contracting Division of **Cybarco** undertakes projects following a competitive tendering procedure or after direct selection by the employer. It has the flexibility to adjust to specific customer requirements and execute projects, which cover the whole of the construction and civil engineering spectrum (building, hydraulic, industrial and energy, port, roads etc.).

Prior to the participation in a tender the Company makes sure that it can meet all the customer requirements in terms of time, cost and quality according to the relevant Procedure, and produces the tender offer.

For every offer a person is designated in Charge of the Offer; he follows the development of the offer from the moment of its preparation to the actual bidding. To this end the tender documents are being studied and the following points are considered:

- the project budget
- the planning of the resources, which will be used for the erection of the project (employment of personnel, subcontractors, mechanical equipment etc.)
- the project time schedule
- the Quality Assurance issues of the project (quality control tests and inspections, criticality of materials and tasks, testing equipment usage planning, material and construction specifications etc.)

Prior to the submission of a tender, all the documents that constitute the offer are being reviewed and the capability of accomplishing the project as described in the tender documents is investigated.

If the result of the offer is positive, after a review, the signing of the contract between the Customer and **Cybarco** takes place as well as the appointment of personnel who will undertake the construction of the project.

Alterations in the contract take place according to special terms in the contract, which cover this case. The new documents are distributed to the people concerned in a controlled way.

The Company keeps the necessary records related to the above mentioned activities, which verify the application of the Quality Management System.

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### **B. Sales – Development**

The Development Division develops projects with the purpose of selling them. It is the duty of the Marketing Department of the Development Division as well as of the sales offices in Cyprus and abroad to inform the prospective customers about the properties for sale. They also investigate the market in relation to the customer's needs and expectations so that the future projects meet the customers' requirements.

**Cybarco** cooperates with real estate agents in Cyprus and abroad to promote the property sales. For every project information material is prepared (architectural design, technical specifications, pricelist, sales document, general agreement form and promotional material) which is used by the sales offices and the estate agents/representatives to inform the customers. This material is issued, distributed in a controlled manner and revised by authorized personnel.

Every inquiry from a customer for a piece of property is recorded. The contract is signed by the customer and **Cybarco** and binds the two parties with its terms.

When the customer asks for alterations in the property the possibility of their execution is assessed by **Cybarco**, the additional cost is calculated, all are documented and the customer is informed. The customer makes the decision for their execution.

When the alterations are initiated by **Cybarco** (for technical or legal reasons) the customer is informed.

The Development Division keeps the necessary records concerning the communication and agreement with the customer.

#### **7.2.3 Customer communication**

The Quality Management System of the Company ensures the effective communication with the customer. Customer requirements and/or complaints are received and handled according to documented procedures of the Quality Management System.

Customer feedback is received through the use of questionnaires. The results are analysed in management meetings and the management review.

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### 7.3 Design and development

The Development Division is responsible for the design for development projects designated for sale. The Contracting Division is responsible for the design of only those projects or those parts which it undertakes the design –and – construction. For the projects where it undertakes only the construction the responsibility for the correctness and completeness of drawings lies with the customer.

The Company implements documented procedures that describe the steps followed for project design the correctness of the design and the effective communication between the Company and external parties is assured.

In most cases, the design activity is undertaken with the cooperation of approved design offices.

#### 7.3.1 Design and development planning

In the design planning the design phases, the responsibilities, the commencing and completion dates of each phase as well as the review points are defined.

Organisational and technical interfaces between the various parties involved in the design process are determined for each project based on its specific requirements as described within in a documented procedure.

#### 7.3.2 Design and development inputs

Design inputs include the following:

- Legislative and town planning requirements
- Available project budget
- Market trends and customer requirements as these are collected through market research (Developing)
- Customer Requirements (Contracting)

The design inputs are recorded and delivered to the external consultant involved in the design.

#### 7.3.3 Design and development outputs

Design outputs are documented in the relevant forms and are verified / validated against design input requirements and are approved by relevant functions prior to release.

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### **7.3.4 Design and development review**

At appropriate stages of the design process, planned design reviews are carried out. Design output at various stages are reviewed to ensure that they satisfy design inputs, and when necessary the relevant corrective actions are carried out by the external consultant. Any deviations from design inputs are handled as per documented procedures (also see paragraph 4.13, 4.14 of this manual)

### **7.3.5 Design and development verification**

Design verification includes design reviews, and when appropriate comparison of the new design with previous projects proven designs. Design verification takes place prior to the initiation of construction.

### **7.3.6 Design and development validation**

Design validation is performed to ensure that the resulting product is capable of meeting the intended use requirements as described in documented procedures.

### **7.3.7 Control of design and development changes**

When a need for changes in the design arises, those changes are performed by the external consultant and the output is checked in relation to the new design input. The modified output is distributed to the recipients, in a controlled way, and older issues are withdrawn. When required, design changes are approved by the customer. Records for design changes are kept.

## **7.4 Purchasing**

### **7.4.1 Purchasing process**

The Company implements specific procedures for the method followed for the purchasing of products and services from suppliers and subcontractors. Purchasing needs are identified through the requirements of the contracts through the follow up of project plans and the planning of project activities.

Suppliers/ Subcontractors are selected based on the following criteria:

- Good cooperation with the Company
- Good references
- Implementation of a Quality Management System
- Good reputation of provided products
- Favourable price and other terms
- Nominated subcontractor from the client

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Documented procedures define the responsibilities for the preparation and maintenance and review of the List of Approved Contractors/ Subcontractors and the List of Declined Suppliers. The amendment of these lists is carried out based on the performance of suppliers/ contractors/ subcontractors, the purchasing needs of the Company and market conditions.

Suppliers and Subcontractors are assessed during all stages of their cooperation with the Company. The Project Manager has the responsibility to inform relevant managers for any problems related to suppliers/ subcontractors as described in documented procedures. The required corrective and preventive actions to resolve the problem are undertaken under the responsibility of the relevant manager and the respective records are kept in the supplier's / subcontractor's file.

### 7.4.2 Purchasing information

The Company operates a defined procedure addressing the method followed for service/product purchasing. Such method ensures that the correct ordered product/ service requirements are communicated to the supplier/ subcontractor.

The purchasing of products/ services is carried out once the specifications of the product/ service have been agreed. The progress of each purchase is monitored so that the purchase of the right quality product at the right time is achieved for the project.

### 7.4.3 Verification of Purchased product

During their receipt to the site the materials and the equipment that will be incorporated in the project are **quantitatively** inspected to ensure that:

- the accompanying documents are complete
- the quantity received is equal to the quantity ordered

And **qualitatively** to ensure that:

- no damages have been done during transportation
- the specifications appearing on the order form are met

In a special chapter of the Project Quality Plan the materials for which quality testing will take place are specified. Moreover, for every material the following are specified: quality characteristics, relevant standard or instruction for testing, frequency of tests, person responsible, documentation form for the results and traceability characteristics, if required.

The tests can be either visual inspection or laboratory tests depending on the criticality of the material and the quality assurance level provided by the supplier.

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Special provision is taken for exceptional cases where certain materials must be used prior to testing.

For all the testing performed on site a particular file is kept with all the test results.

Materials that are not acceptable, are labelled accordingly and the nonconforming products procedure as described in paragraph 8.3 of this manual is followed.

When the Company or its customer requires to verify the purchased product at suppliers premises, the required arrangements and method of product release are included as part of the purchased order or in a letter signed by the relevant Manager.

## **7.5 Production and service provision**

### **7.5.1 Control of production and service provision**

The organisation and operation of the Company's processes that relate to the production of its products (building construction) is carried out under controlled conditions and according to defined procedures.

It is the responsibility of the Management to ensure that the required infrastructure and resources are available according to the Quality Management System.

Activities that influence the quality of the provided product / service have been documented in such a way so as all critical parameters are within defined requirements. In this way, the provision of products / services is carried out under controlled conditions and any deviation from requirements is minimised.

Such activities have been grouped in documented procedures and include:

- Design
- Sales
- Purchasing
- Planning, construction and quality control of projects
- Equipment maintenance
- Storage
- After sales service

### **7.5.2 Validation of processes for production and service provision**

The Company does not perform validation of processes for production and service provision.

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### 7.5.3 Identification and traceability

The Company has recognised the importance of product traceability and it has developed a system for achieving this. Through the documented procedure of the Quality Management System, responsibilities and product identification and traceability methods are defined.

Each project bears a unique code number and a name. The code number and the name of the project are included on all the project documents so that they are identifiable.

The materials used in each project are identified by the purchasing documents accompanying them but also by labelling, whenever required. Specifically for the critical materials traceability is ensured; this allows the source of purchase and the identity of every critical material used in the project to be found.

There is also the possibility for the quality tests performed upon receiving of the materials and the results to be traced.

For the works especially the critical ones, the traceability of subcontractors used at different phases as well as the materials and the machinery is possible.

There is a possibility to trace quality tests of the works and the final project. For the works that are characterized as non-conforming a file is available with the actions undertaken and the responsibilities.

The degree of traceability for materials and works is documented in the Project Quality Plan.

The records containing the Minutes of the Meetings between the site personnel as well as the Minutes of the Meetings between the site management and the customer (in the case of Contracting) are useful for traceability purposes.

The Control Documents used for the management of the project contain valuable data for material/work used in the project, the personnel and equipment.

Finally, for the Development Division, there is the possibility for traceability of the customers who have bought each part of the project.

### 7.5.4 Customer property

The Company in some cases uses in the construction, products or services supplied by the customer. Such cases may include products such as tiles, as well as services such as interior design, carpentry etc. Such products and services are considered as customer property.

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The materials/works, which are supplied by suppliers/subcontractors, nominated by the customer are inspected on receipt at the site. Depending on the criticality of the material in the specific project, the testing and inspection that should take place are defined in the Quality Plan.

If materials/works are found unsuitable then the customer is informed in writing for the problem and the necessary actions take place. For those cases relevant records are kept.

The Company safeguards customer property. In the case of loss, damage or for any reason customer property is unsuitable for use, the customer is informed and relevant records are kept as described in section 4.2.4 of this manual.

### **7.5.5 Preservation of product**

The system defines the controls and procedures implemented by the Company for handling, storage, packing, preservation and delivery of the product. It is the responsibility of the Project Manager (PoM) to ensure that the products are properly handled prior to and during delivery to the customer.

#### ***Handling, storage, preservation of materials and equipment incorporated in the project***

From the moment the supplied materials and equipment which are incorporated in the project enter the site until their use, the person responsible for the storage on site is responsible for following the relevant instructions for transportation, handling and storage.

The handling within the site of the materials and equipment incorporated in the project, as well as to and from the site, is effected with suitable machines and vehicles and in accordance with the relevant instructions of loading, unloading and transporting, so that their quality is maintained.

For the storage of materials and equipment, specially designated areas are available, depending on their sensitivity and the requirements for protection from weather or environmental conditions. The stores lay out, the use of labels and written procedures allow the use of First-In-First-Out (FIFO), where it is considered as necessary.

#### ***Handling and storage of Plant Equipment***

The Plant Department has the responsibility to make available all the suitable production equipment for all the Company projects. The suitability of this equipment is judged by authorized Company personnel and is reviewed when required. In the case of the Development Division, usually the contractor's equipment is used after its approval for its suitability by **Cybarco**.

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Every equipment has an alphanumeric code, which identifies it and a special card where the information on the equipment is documented. A maintenance plan is followed as well as instructions for use, maintenance and storage, when required.

The Plant Department is responsible for the maintenance of the equipment according to the above-mentioned plan. It also has the responsibility of storage when the equipment is not used on site.

For every construction equipment the necessary spare parts are defined as well as the maximum and the minimum stock for each one. The spare parts orders are executed according to the relevant procedure.

### *Project Delivery Contracting*

Prior to delivering the project to the customer a final inspection of the project is performed by the personnel of the Company and any observed problem is rectified.

The delivery of the project is carried out according to the relevant contract clauses. The supervising engineer inspects the project and hands its comments to the Company, which commits itself for execution. The customer takes over the property provisionally following a procedure defined in the contract.

After the maintenance period as defined by the contract, the final delivery of the project takes place following the procedure set in the contract.

### *Project Delivery Development*

#### Project delivery from the main subcontractor to **Cybarco**

Prior to delivering the project from the main contractor to **Cybarco** a final inspection of the project is performed by the personnel of the Company and any observed problem is rectified.

The provisional delivery of the project is done according to contract clauses. After the termination of the maintenance period, as defined in the contract, the final delivery of the project takes place following a procedure defined in the contract.

#### Property delivery from **Cybarco** to the customer

The customer (buyer of the property) is informed for the probable date of delivery of the property. **Cybarco** makes sure that all comments of the buyer are documented during the delivery.

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If during the delivery there are complaints from the customer, those are addressed according to a customer complains procedure of the Development Division.

### **7.6 Control of monitoring and measuring devices**

The Company uses monitoring and measuring devices for performing the required quality controls. All the equipment used for the quality control of materials received or for various measurements and testing during the execution of the project are identified by a code number and are suitable for the appropriate tests.

The system that has been developed and implemented, defines the appropriate method that of calibration of monitoring and measuring devices that is traceable to National and/or International Standards.

This system is supported by the applicable Procedures that describe the type of monitoring and measuring equipment, location, frequency and method of calibration and acceptance criteria as well as actions taken if calibration results are not satisfactory.

Only devices that are reliable are used for testing and measurement. Every device is labelled with the date of its last calibration and the date of the expected next one, so that equipment outside the calibration period is not used. Also, equipment unsuitable for use or those which could be used on restricted occasions bare a special label.

For every monitoring and measuring device records are kept with the calibration data according to paragraph 4.2.4 ( Quality Records) of this manual.

The appropriate storage conditions for the equipment are assured in the site and the central equipment warehouse, where they are kept when they are not in use. Special provision is taken during the transportation of equipment, especially the most delicate ones. In these cases, special instructions have been prepared for every piece of equipment.

**Cybarco** considers the requirements for new monitoring and measuring devices and when there is a need it purchases the suitable equipment, so that it can have available appropriate equipment for any inspection and testing required.

## **8. Measurement, analysis and improvement**

### **8.1 General**

The Company has established a system of monitoring, measurement, analysis and improvement so that product conformity is demonstrated, and the effectiveness of the quality management system is continually improved.

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## 8.2 Monitoring and measurement

### 8.2.1 Customer Satisfaction

The Company assesses the level of customer satisfaction through customer questionnaires and through information associated to customer complaints. Such information is used as an input in the Company's continual improvement system.

Records are kept for the evaluation of customer satisfaction both for the Contracting and Development division as described in the relevant documented procedures.

### 8.2.2 Internal Audit

Internal quality audits aim at assuring the systematic and effective implementation of the Quality Management system in **Cybarco**.

With the responsibility of the Quality Assurance Manager the internal quality audits are performed according to a programme communicated in time to the interested parties. The frequency of the audits for every procedure, department or project depends on the complexity of the activities and the results of previous audits. Each procedure is audited at least once a year and for every project once for its lifetime.

The internal auditors have undergone a suitable training and the appropriate experience and they do not perform audits in areas of their responsibility. The planning, execution, reporting and follow up of internal audits are carried out according to established procedures.

The auditors are prepared for every audit creating a checklist and look for objective evidence for every non-conformance. After the end of the audit, the auditee is informed for the non-conformances found, a report that includes the audit findings is prepared and the required corrective and preventive actions are defined.

The Quality Assurance Manager collects and follows up the results of all the audits carried out during the year. He also coordinates and verifies the implementation of the required corrective and preventive actions and informs the General Managers accordingly

The Company after an agreement it accepts audits from other organizations like customer representatives, certification bodies etc.

The results of internal and external audits are presented in the management review meetings and contribute towards the evaluation of the effectiveness of the quality management system and its continual improvement.

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### 8.2.3 Monitoring and measurement of product

The Company maintains documented procedures for monitoring and measuring, when necessary, the quality management system processes. Such methods assure the processes capability to achieve planned results. When planned results have not been achieved, the relevant corrective actions are undertaken to ensure product conformity.

### 8.2.4 Monitoring and measurement of product

Inspection and testing are critical for the assurance of quality in construction projects. For this reason the Company has developed a system for monitoring and measuring of the product that is supported by applicable operating procedures and quality plans.

#### **Inspection and testing of incoming products**

Incoming products are inspected in accordance to documented procedures. No incoming product is used until it has been inspected visually or with another method to ensure that the correct product and quality status has been delivered in accordance to the Company's specifications.

#### **Inspection and testing during construction (In process inspection and testing)**

Specific quality parameters of the construction are measured at particular project phases, depending on the nature, the complexity and the requirements of the contract. These tests are specified in the Inspection and Testing Plan of the Quality Plan for each project, where the following are defined: relevant contract clauses, the control characteristics, relevant standard or sample, frequency of control, responsibility, relevant documentation form and traceability information, if required. It is also specified if the work should stop until the go ahead notice of a designated **Cybarco** person or the supervising engineer.

Sections of the projects that are not acceptable, after suitable labeling (when possible), follow the procedure of non-conforming works and the instructions of the Project Quality Plan.

In certain circumstances the Company may appoint an external laboratory to perform some of the testing. In those circumstances the laboratories are selected from the list of Approved Laboratories. This list has been prepared following an assessment of laboratories in relation to their specialization and the quality assurance level they can provide for the requirements of the project.

The results of the tests are recorded in the relevant form according to the work being tested.

In the case of the Contracting Division, the supervising engineer approves of the work concluded during special meetings with the key personnel of the site or demands corrective actions to be taken.

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## **Final Inspection and Testing**

When the project is completed the Project Manager checks the results of all the agreed tests and carries out a visual final inspection of the project. The results of this inspection are recorded and the Project Manager gives instructions about the corrective actions that need to be carried out.

Once these actions have been completed and are satisfactory, the delivery of the project to the Customer takes place; this is in accordance to documented procedures and the requirements of the contract.

## **Inspection and testing records**

Inspection and testing results are recorded on the relevant forms (when applicable). Such records are managed as described in *clause 4.2.4, Control of Records* of this manual. Any nonconformities identified through inspection and testing are handled in accordance with paragraph 8.3, *Control of nonconforming product*.

## **8.3 Control of nonconforming product**

Cases of nonconforming products or works are found when there is a deviation with the Company's or customer's requirements. All such cases are handled as described in documented procedures.

The materials/works that do not satisfy the specifications of the contract (In the case of Contracting) or the Project Quality Plan are segregated from the rest and are labelled in a suitable way. Where applicable, they are kept in a special area until their defect is considered and actions are decided. In no circumstances should they be used or incorporated in the project.

For the non-conforming materials/works the required information such as: the project it concerns, where it has been identified, description of the problem etc are recorded as per documented procedure.

The people in charge, as specified in the relevant procedure, decide on the handling of material/works, depending on the case and the seriousness of the non-conformance. They are responsible for undertaking the required corrective and preventive actions as described in paragraph 8.5 below.

In the case of rework the completion of the action is confirmed and rechecking of the non-conforming item is done.

All the above actions are documented and kept in files so that all the records are available on all non-conformances identified in the project.

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The number and nature of nonconformities identified are discussed in management review meetings.

## 8.4 Analysis of data

The Company, through the documented procedures of its Quality Management System, has determined the data that is collected and analysed for the assessment of the effectiveness of the Quality Management System with the aim of its continual improvement.

For the full exploitation of the data collected and in order to come to conclusions that will lead to quality improvement statistical techniques are used.

The management of the Company defines the elements that need to be statistically processed in all the departments, so that the accomplishment of the Company objectives is assessed or new objectives and measured are set. Also, the Manager of each Department defines the elements of his department than need statistical processing so that the departmental objectives are met.

The analysis of data includes, among others, information on:

- The achievement of objectives and performance measures set
- Customer satisfaction
- Product conformity to specified requirements
- The achievement of projects' objectives
- Suppliers' performance

Based on the results from the analysis of the various data, the departmental management and the Quality Committee, decides on the Corrective and Preventive Actions that must take place.

## 8.5 Improvement

### 8.5.1 Continual Improvement

The Company continually improves the effectiveness of its quality management system through the use of the quality policy and objectives, the results of audits, the data analysis, the corrective and preventive actions and management reviews.

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## 8.5.2 Corrective action

The procedure for corrective action addresses all issues related to product and quality management system processes nonconformities.

Nonconformities are investigated to establish the cause and prevent repetition. Following, corrective actions are decided according to the severity of the problem and responsible persons and time limits for their implementation are defined. In addition, the documented procedure, form the framework for the follow up of the implementation of corrective actions and the retention of required records according to paragraph 4.2.4 of this manual.

Corrective actions contribute in the Company's system of continual improvement.

## 8.5.3 Preventive action

The procedure for preventive action includes the methodology adopted for implementing such action on processes and work operations, which affect product quality. Quality records once routinely analysed to present information in a form such that preventive action can be taken effectively. Such activity involves the review of:

- customer complaints;
- Customer satisfaction feedback
- non-conforming situations;
- audit reports to identify any weaknesses in the system.
- Inspection results to identify weaknesses in the processing and handling procedures

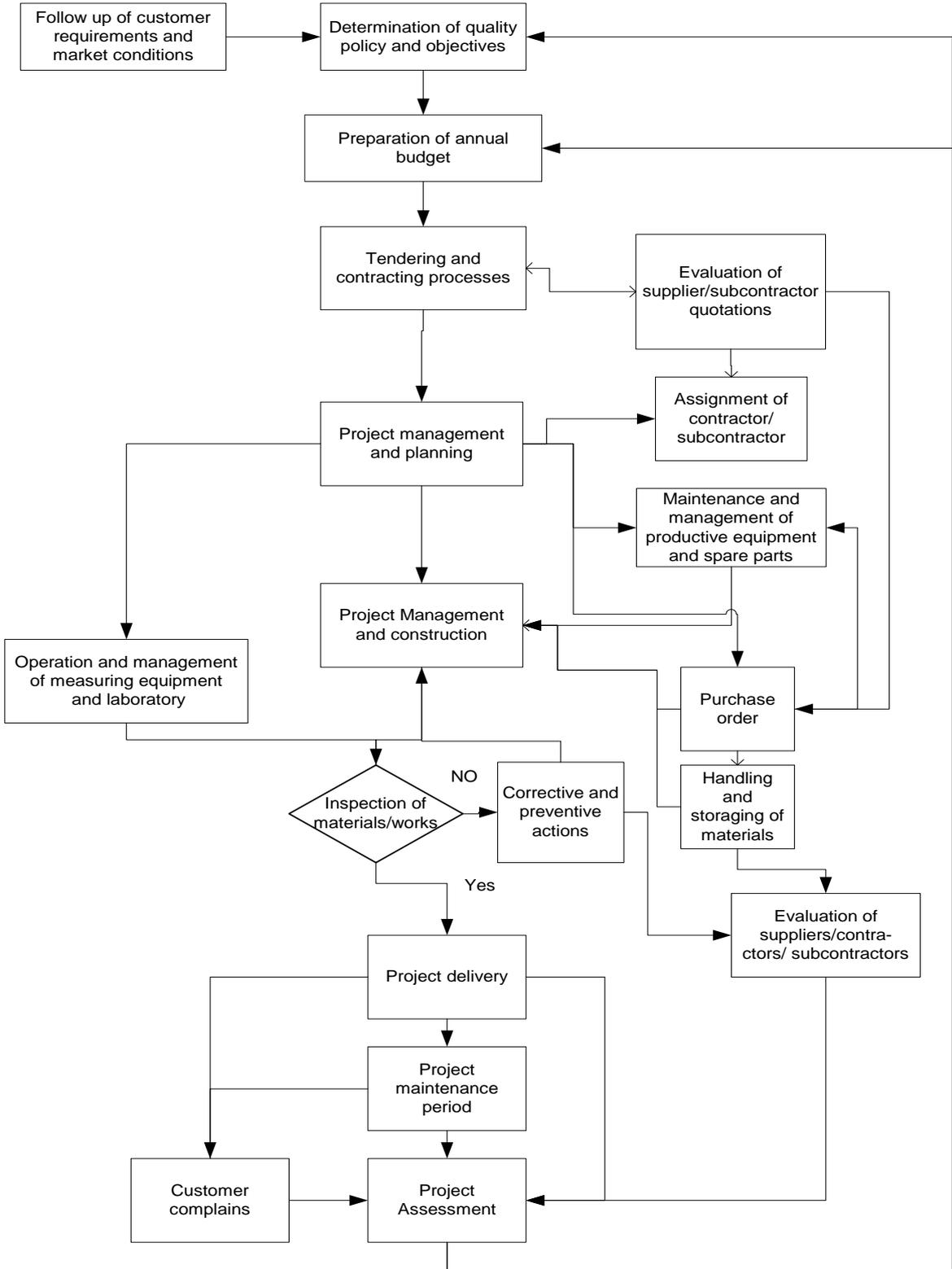
Preventive actions are undertaken in order to prevent potential non-conformities and to eliminate the causes of such nonconformities.

The documented procedure, form the framework for the follow up of the implementation of Preventive Actions and the retention of required records according to paragraph 4.2.4 of this manual.

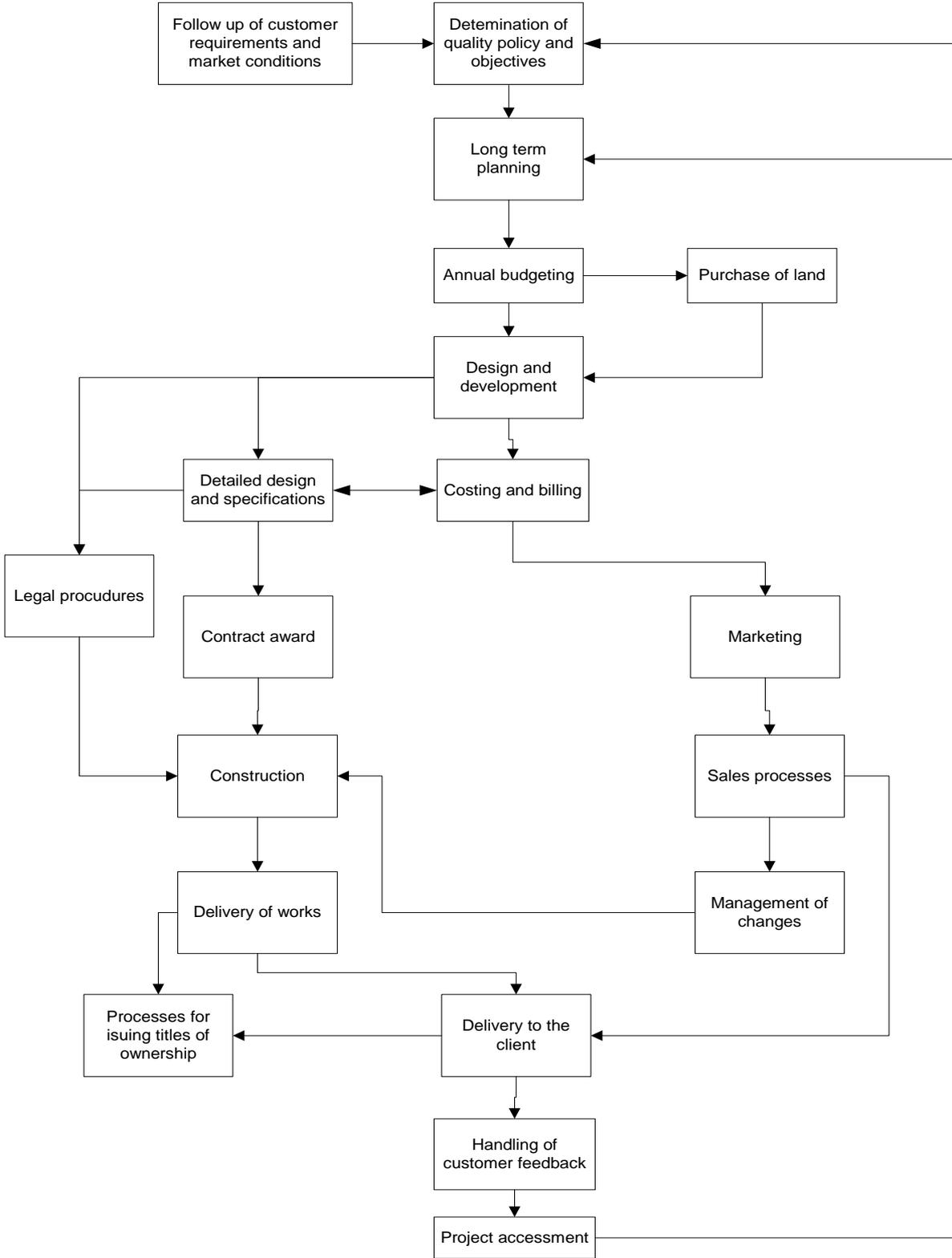
Preventive Actions contribute to the Company's system of continual improvement.



# APPENDIX II - Process Flowchart of Contracting Division



# APPENDIX II - Process Flowchart of Development Division



## APPENDIX III-Interrelationship between ISO9001:2000 requirements and Company procedures

Code	ISO 9001:2008 Requirements																						
	4.		5.						6.				7.					8.					
	4.1	4.2	5.1	5.2	5.3	5.4	5.5	5.6	6.1	6.2	6.3	6.4	7.1	7.2	7.3	7.4	7.5	7.6	8.1	8.2	8.3	8.4	8.5
QM-1	x	x	X	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
ΔΠ-11								x															
ΔΠ-12							x		x														
ΔΠ-15												x		x									
ΔΠ-C-31														x									
ΔΠ-D-32														x			x			x			x
ΔΠ-D-33				x										x									
ΔΠ-41																x							
ΔΠ-51		x																					
ΔΠ-53		x						x															
ΔΠ-61																	x						
ΔΠ-63																	x					x	
ΔΠ-64																	x						
ΔΠ-C-91													x					x			x	x	
ΔΠ-D-92													x					x			x	x	
ΔΠ-C-93													x					x					
ΔΠ-C-94																		x					
ΔΠ-95									x		x							x					
ΔΠ-101														x			x	x				x	
ΔΠ-111																		x					
ΔΠ-141																							x
ΔΠ-142																							x
ΔΠ-151																		x					

## APPENDIX III-Interrelationship between ISO9001:2000 requirements and Company procedures

Code	ISO 9001:2008 Requirements																						
	4.		5.						6.				7.						8.				
	4.1	4.2	5.1	5.2	5.3	5.4	5.5	5.6	6.1	6.2	6.3	6.4	7.1	7.2	7.3	7.4	7.5	7.6	8.1	8.2	8.3	8.4	8.5
<b>ΔΠ-161</b>		x																					
<b>ΔΠ-171</b>						x														x			
<b>ΔΠ-172</b>																				x		x	x
<b>ΔΠ-181</b>										x													
<b>Human Resources Manual.</b>								x	x	x													
<b>Personnel evaluation manual</b>										x													
<b>Health &amp; Safety Manual</b>											x												

## APPENDIX IV- Quality Plan for continual improvement

