SAUDI BINLADIN GROUP
OPERATION & MAINTENANCE

QUALITY OBJECTIVES & KPI OF SAFETY DEPARTMENT SBG O&M

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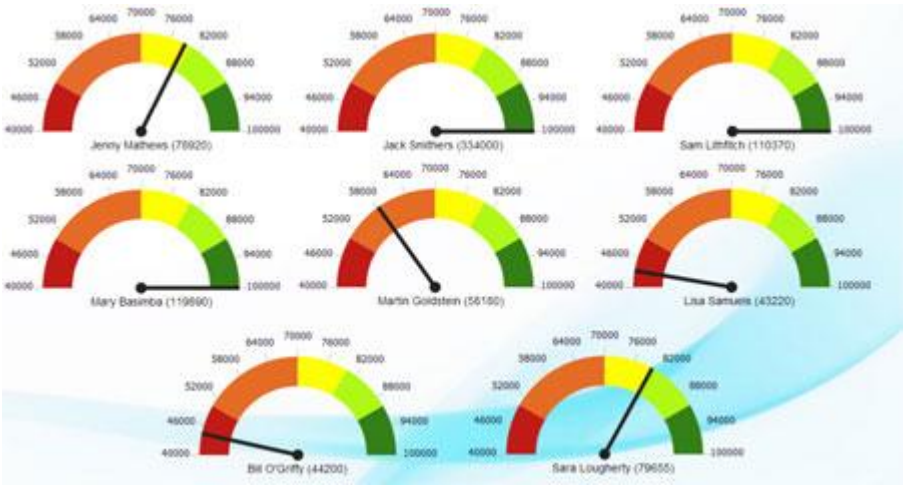
INTRODUCTION

KPI, or key performance indicators, are measurements used by a corporate to track company performance against its specific objectives. **SBG O&M** top management executives play a key role in setting up and monitoring their core quality objectives. Every KPI has either a specific target or a range in which the score must fall in for the company to successfully meet its goals. KPIs vary depending on the particular business and the performance indicators they aim to measure. Key Performance Indicators (KPI's) are an important management tool to measure business performance, and are often used to measure maintenance. Key performance Indicator' (or KPI) is a metric which is one of the most important indicators of the current performance level of an individual, department and/or a company in achieving goals. Internal goals are directly tied to achieving optimization objectives and may or may not be directly tied to core corporate objectives. External goals are directly tied to achieving core business objectives. Each employee/team/department need to have both internal and external goals and there needs to be an alignment between their internal and external goals. Only then they will be in a position to achieve their core business objectives within the area of their responsibility and expertise and that too in the most efficient manner. The core Quality objectives are the results to achieve, improve or maintain as an organization both in the short term and in the long run.



QUALITY OBJECTIVES OF SAFETY DEPARTMENT SBG O&M

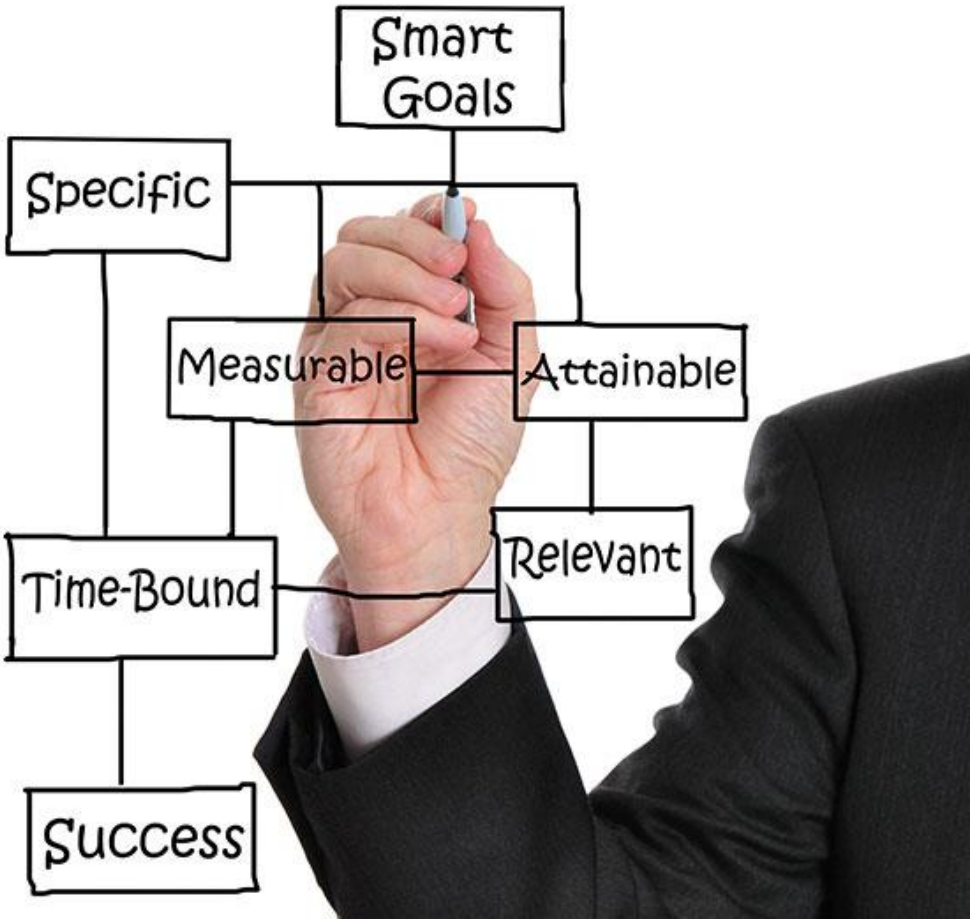
Our objectives indicate the commitment of top management ensuring that the implementation of quality standards is up to mark defined or set here by inclusive of the requirements needed to meet for the services provided by **SBG O&M**, hence established at relevant functions and levels appropriately. It is necessary to execute the provision of compliance agreeing with the standards integrated with the fundamental purpose which comprises to introduce the quality organization function.

The channel links between our aims and achievements are proceeding towards the practical utilization of the clarified decision making and planning which has been gone through efficiently. Our commitments represent that a management system is not a static system but a dynamic one and if properly designed and implemented can drive the organization forward towards standardized quality. All managerial activity is concerned either with maintaining performance or with making change. In this regard, the objectives are divided into two major classes. One includes the systematic approach towards maintaining performance and other one briefs for the improvement of the beneficial changes along with development review procedures. The objectives for quality control relate to the standards to maintain or to prevent from deteriorating. To maintain the performance in the perspective of benchmarking criterion the objectives are evaluated and developed by continually seeking improvement methodologies innovatively. Control and improvement can therefore be perceived as one and the same thing depending on the standards being aimed for and the difficulties in meeting them. At the Safety Departmental level, objectives are concerned with organizational performance of SBG O&M– addressing the capability, efficiency and effectiveness of the organization, its responsiveness to change, the environment in which people work etc. Control objectives might be to maintain expenditure within the budget, to keep staff levels below a certain level, to maintain moral, motivation or simply to maintain control of the department's operations. Objectives for improvement might be to improve efficiency by doing more with less resources, improving internal communication, interdepartmental relationships, information systems etc.

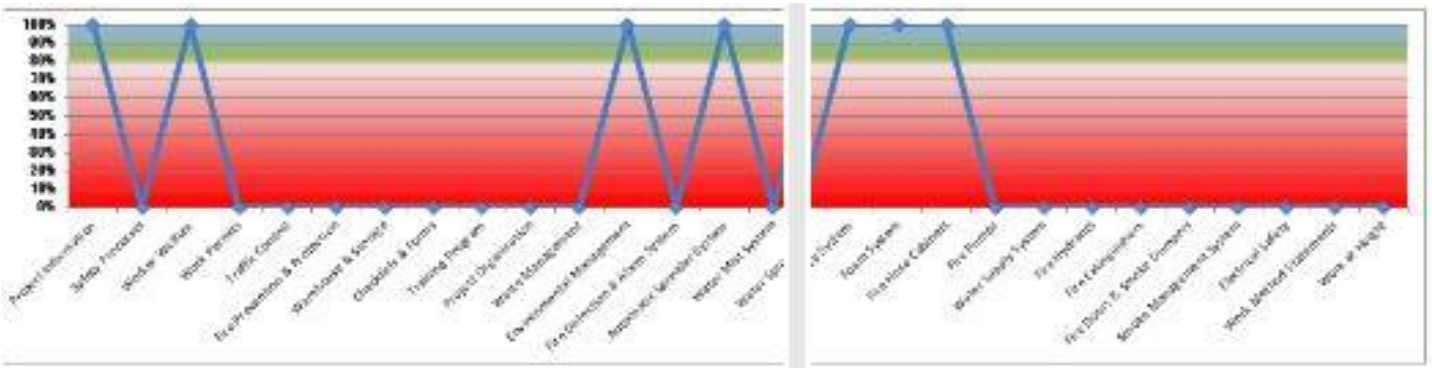
Matching Objectives of SBG O&M with our Quality Management Principles

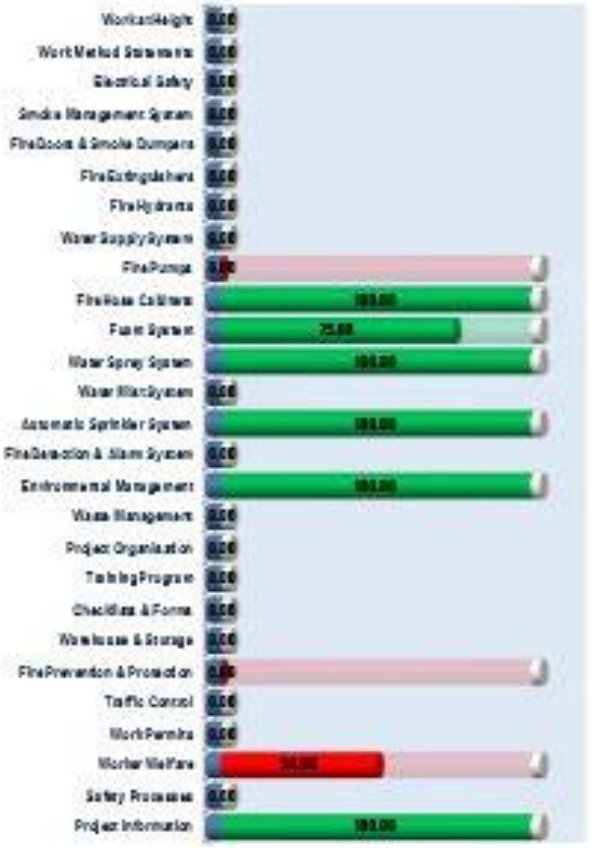
Objective Category	Subject	SBG O&M Quality Management Principles							
		Client Focus	Leadership	Involvement of People	Process Approach	Systems Approach	Continual Improvement	Factual Approach	Contractors Relationships
Innovation	Reaching bench-mark goals in near future						●		
Human resources	Supply of staff and their development		●						
Physical resources	Supply of raw materials and components				●				
Financial resources	Obtaining financial resources		●						

Social responsibility	Contribution to professions Health and safety of employees at work			●					
Profit requirement	Producing the minimum profit needed								
Productivity	Making workers productive		●						



KEY PERFORMANCE INDICATORS





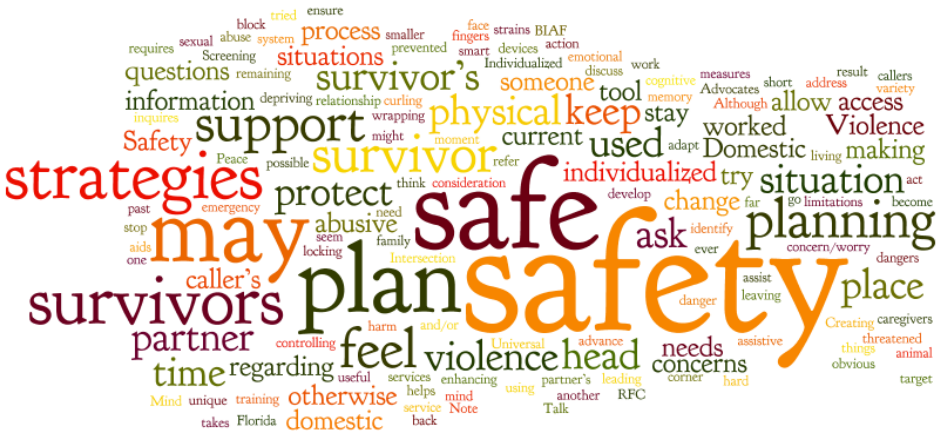
A **Key Performance Indicator** is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets. High-level KPIs may focus on the overall performance of the enterprise, while low-level KPIs may focus on processes in departments.

IMPLEMENTATION PROCESS

The process of defining quality objectives was outlined above indicating that planning proceeds only after the feasibility of achieving an objective has been established. One plans only to achieve an objective and remembering that planning consumes resources, an effective management system would need to ensure that dreams, wish lists and ambitions do not become the subject of any formal planning. As objectives are required to be defined at relevant functions and levels, it follows that planning is also required at relevant functions and levels thereby requiring planning at corporate, divisional and department levels, product, process and system level. The planning referred to in this clause is focused on that needed to meet the SBG O&M objectives and not on that needed to meet specific contracts or orders or for specific products and services. This type of planning is addressed under product realization. The organizational and resource planning needed for developing a new range of products or services would be considered to be part of corporate planning. Objectives are achieved through processes and therefore in planning to meet an objective. At a high level this may be no more than an outline strategy for achieving the objectives, minimizing risks and measuring success.

SBG O&M Safety Department Planning

Quality objectives need to be deployed to each relevant department. Some objectives may be achieved wholly within the confines of one department whereas other objectives may have one department as the primary responsibility with other departments providing a contribution. In some cases, objectives will cascade to all departments and subdivisions within each department. Departmental budgets form part of this planning and contribute to corporate planning. Departmental plans should define the provisions made for achieving departmental objectives and this may typically include the acquisition and development of physical and human resources, re-organization of staff, development of new practices, application of new technologies.



IMPLEMENTATION

To maintain the integrity of the management system:

- Using the change processes defined in the management system documentation to plan and execute the change. These processes should be part of the Quality management subsystem.
- Determining the impact of the change on the existing system and identify what else need to change to maintain system effectiveness.
- Planning and execute the change concurrently with associated changes to
- documentation.
- Retaining the old processes until the new processes have been proven effective.
- Measuring performance before, during and after the change.

- Delaying revert to routine management until the changes have been integrated into the procedural follow up culture of SBG O&M.

Measuring the Quality of SBG O&M Program

- Traditional thinking in the O&M field focused on a single metric, reliability, for program evaluation. Every O&M manager wants a reliable facility; however, this metric alone is not enough to evaluate or build a successful O&M program.
- Beyond reliability, O&M managers need to be responsible for controlling costs, evaluating and implementing new technologies, tracking and reporting on health and safety issues, and expanding their program. To support these activities, the O&M manager must be aware of the various indicators that can be used to measure the quality or effectiveness of the O&M program. Not only are these metrics useful in assessing effectiveness, but also useful in cost justification of equipment purchases, program modifications, and staff hiring.
- Below are a number of metrics that can be used to evaluate an O&M program. Not all of these metrics can be used in all situations; however, a program should use of as many metrics as possible to better define deficiencies and, most importantly, publicize successes.
- Capacity factor – Relates actual plant or equipment operation to the full-capacity operation of the plant or equipment. This is a measure of actual operation compared to full-utilization operation.
- Work orders generated/closed out – Tracking of work orders generated and completed (closed out) over time allows the manager to better understand workloads and better schedule staff.
- Backlog of corrective maintenance – An indicator of workload issues and effectiveness of preventive/predictive maintenance programs.

- Safety record – Commonly tracked either by number of loss-of-time incidents or total number of reportable incidents. Useful in getting an overall safety picture.
- Energy use – A key indicator of equipment performance, level of efficiency achieved, and possible degradation.
- Inventory control – An accurate accounting of spare parts can be an important element in controlling costs. A monthly reconciliation of inventory "on the books" and "on the shelves" can provide a good measure of cost control practices.

- Overtime worked – Weekly or monthly hours of overtime worked has workload, scheduling, and economic implications.
- Environmental record – Tracking of discharge levels (air and water) and non-compliance situations.
- Absentee rate – A high or varying absentee rate can be a signal of low worker morale and should be tracked. In addition, a high absentee rate can have a significant economic impact.
- Staff turnover – High turnover rates are also a sign of low worker morale. Significant costs are incurred in the hiring and training of new staff. Other costs include those associated with errors made by newly hired personnel that normally would not have been made by experienced staff.

KPIs of Safety Department SBG O&M

1. Project Documentation:

This comprises the key performance questions of the HSE Plan, Evacuation plans and safety procedures documentation in general and specific for which Operations and Maintenance is based upon mainly including the performance oriented documents of incident investigations records and safety register also. Smart Goals include the high level probabilities of the efficient with the time scales specified. Strategies for ensuring of preparation, maintenance and development of the documentation record with the best utilization of the resources.

2. Safety Processes:

Health and safety policies and procedures are part of a framework for effective health and safety management. A general health and safety policy states management's intention to provide a safe and healthy workplace, and states the health and safety goals of a workplace. Specific policies and procedures address particular issues or hazards. They are administrative measures to control workplace hazards and should be used together with other hazard control measures to eliminate or reduce the risk of workplace illness or injury.

3. Worker Welfare:

SBG O&M is committed to establishing and maintaining high worker welfare standards for our employees and individuals working on Projects on our behalf. In addition, we will share this policy with our clients, and strive to influence other departments in our organization to adhere to the practices outlined in this Policy as well as local regulations. We commit to continuously improving our services to clients in this area by engaging with relevant stakeholders and drawing from international best practices. SBG O&M aspires to be at the forefront of our industry, acting as catalysts for change both on our Projects and in the wider community in which we work.

4. Work Permits:

The scope of the implementation of safe system of work on the all projects in SBG O&M is to ensure the effectiveness of health and safety policy and the standard operating procedures. All the detailed description is being mentioned and as a sample from the issuance to cancellation of the permit as it is being issued by the client company in the premises of the current project. The role and responsibility of the safety petitioners under this part of the safe system of work is being mentioned and elaborated properly.

5. Traffic Control:

These procedures are intended to ensure temporary traffic control plans are documented when required, include needed standards and specifications, and are reviewed and approved by the required stakeholders before work begins that impacts traffic at SBG O&M Projects. The purpose of this procedure is to ensure traffic safety for workers, riders, and pedestrians within and around temporary work sites; protect equipment; minimize traffic disruption; and provide access for emergency response vehicles by defining the standards and specifications for temporary traffic control.

6. Fire Prevention and Protection:

The following elements, at a minimum, have been included in a fire prevention plan. A list of all major work place hazards and their proper handling and storage procedures, potential ignition sources, and type of fire equipment or systems to control a fire involving them. Names or job titles responsible for maintenance of equipment and ignition prevention or control systems. Job titles or persons responsible for control of fuel source hazards.

7. Warehouse and Storage:

This section includes the KPQ's of the Safe Lifting Procedures, Ladder Safety Followings, Safety Procedures, Safe Storage Practices, Packing and unpacking Manual, Safety Attitude, Decontamination Procedures, Spill response procedures, warehouse actual report and stores hazard analysis. Material Handling protection procedures are also followed.

8. Checklists and Forms:

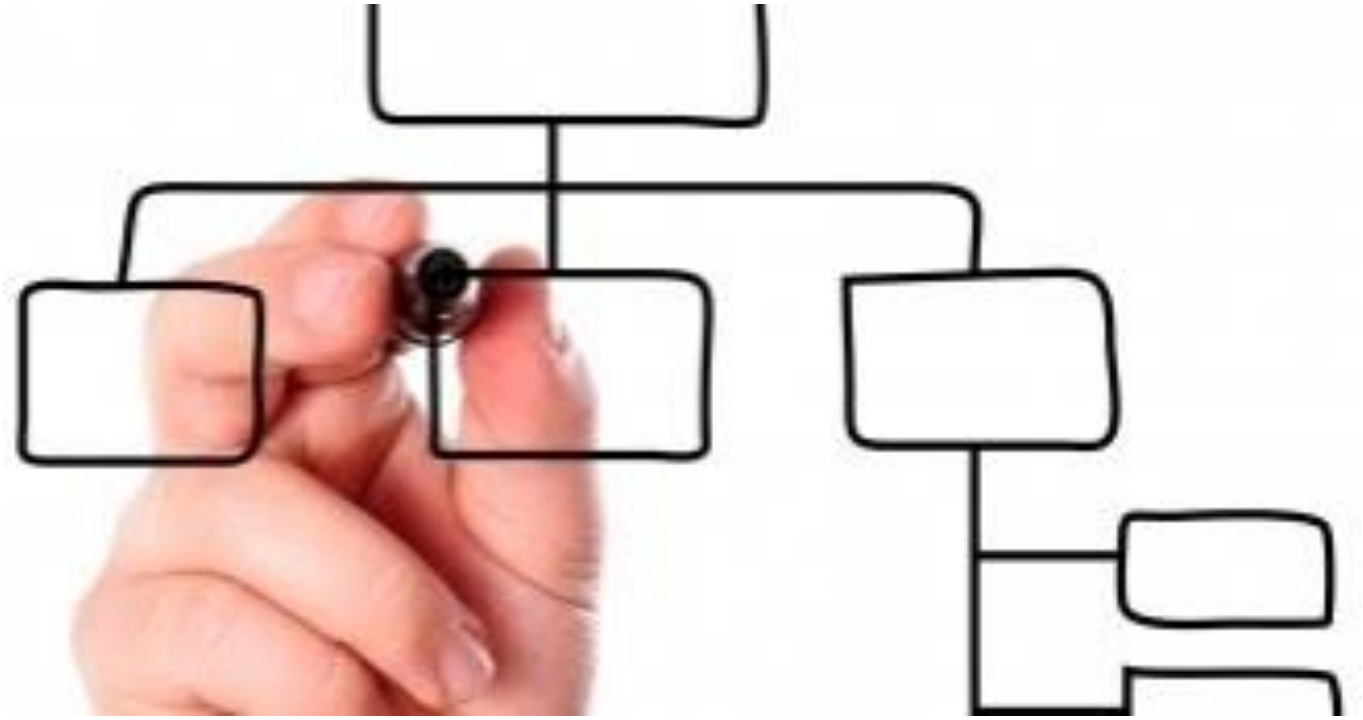
Our checklists and forms system is well developed and complying with the standards as per the requirements. These consist of the checklists availability, management system, record keeping and electronic checklists system.

9. Training Program:

The main scope of SBG O&M is to ensure the effectiveness of the safety standards and the rules and regulations of the regulatory bodies of health and safety. In all the operation and maintenance related issues in the projects, we ensure the implementation of zero accident policy. The main objective is to provide safe system of work, safe equipment of work and safe working methods to ensure the safety of employees, workplace and environment in accordance to the NFPA, OSHA, ILO and national regulatory bodies of Health and Safety.

10. Project Organization:

This includes of organizational hierarchy, roles & responsibilities, safety meetings, communication systems management, feedback interaction and chain of command followed and implemented here by in a systematic procedural way for the SBG O&M projects.

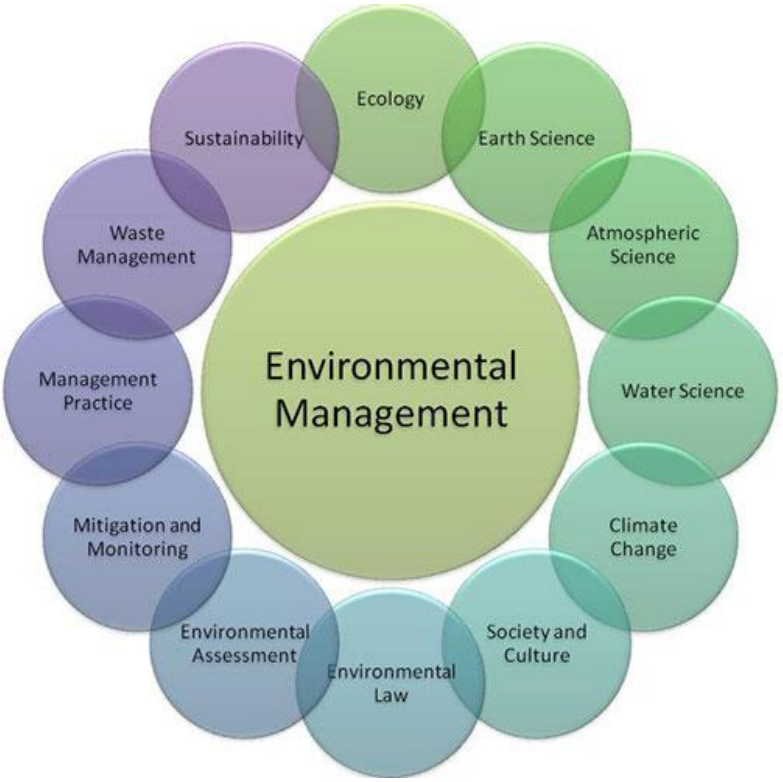


11. Waste Management:

SBG O&M undergoes an adequate and up to the standards waste management and disposal policy and procedures as we strongly believe that the environment must be risk free from the hazards associated with the waste material and there must be a Standard operating procedure for the safe disposal of the waste material. The process of the disposing off the waste material is an essential part of our policy and we have also attached the relevant document ensuring the integrity of the procedure with accordance to the SOP'S and regulations followed by the projects.

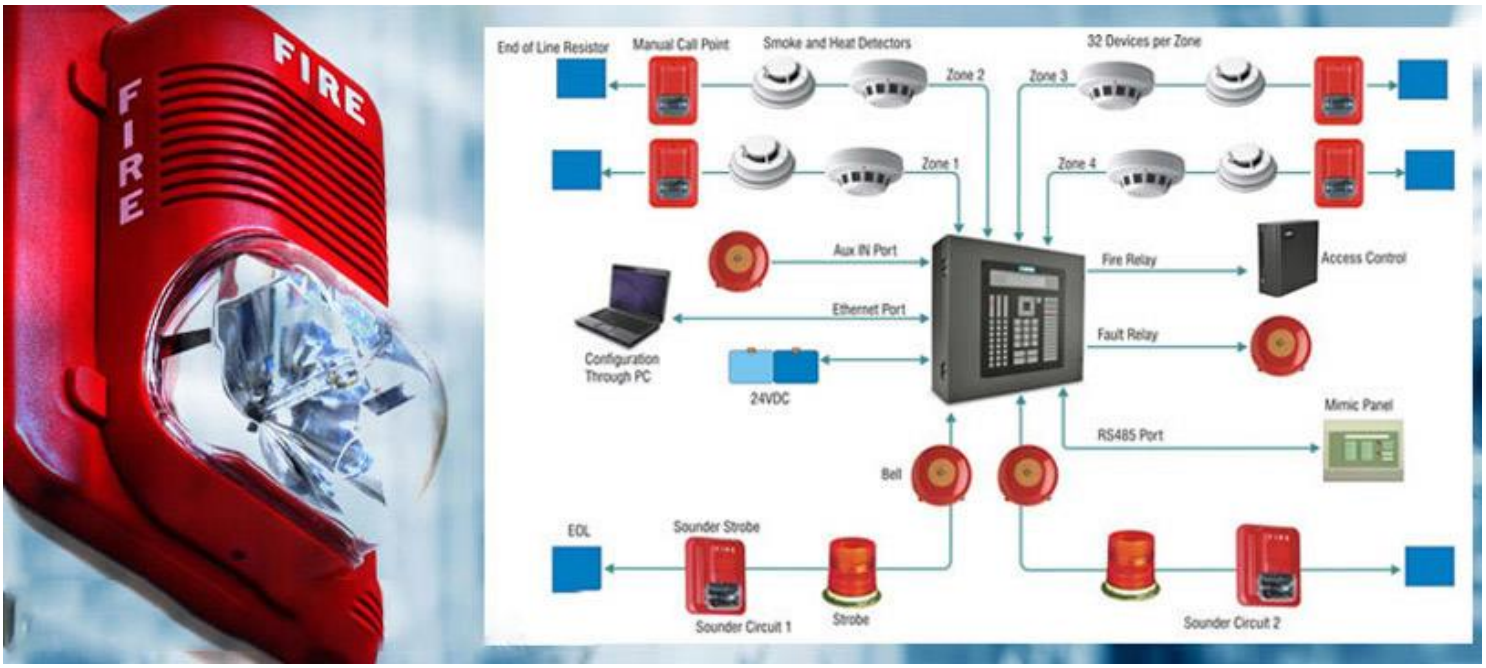
12. Environmental Management:

A range of waste management strategies is undertaken by SBG O&M to create a safe, secure and environmentally friendly workplace. SBG O&M maximises conservation of natural resources and minimises environmental harm through an effective waste management system of recycling and reusing waste products where ever possible. SBG O&M is committed to maximising conservation of natural resources and minimising environmental harm from waste and the disposal of waste. Recycling and reusing waste products, and safe disposal of waste, contributes to an effective waste management system.



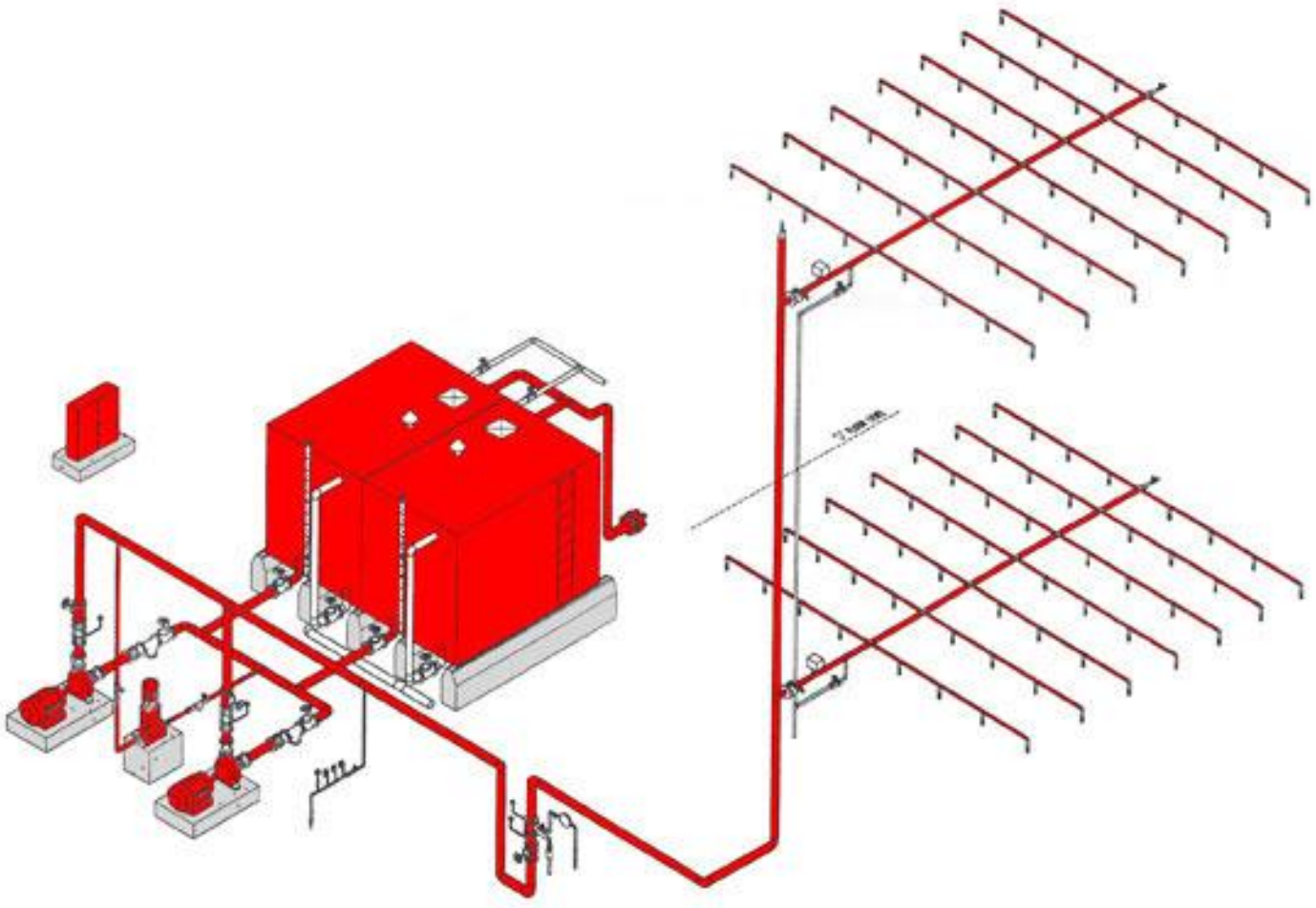
13. Fire Detection and Alarm System:

This section mainly comprises of first response fire protection, employee fire alarm systems, fire detection systems, zoning and annunciation, graphic displays, fire department notification, firefighter radio signal and other relevant documentations along with the systems followed here by SBG O&M.



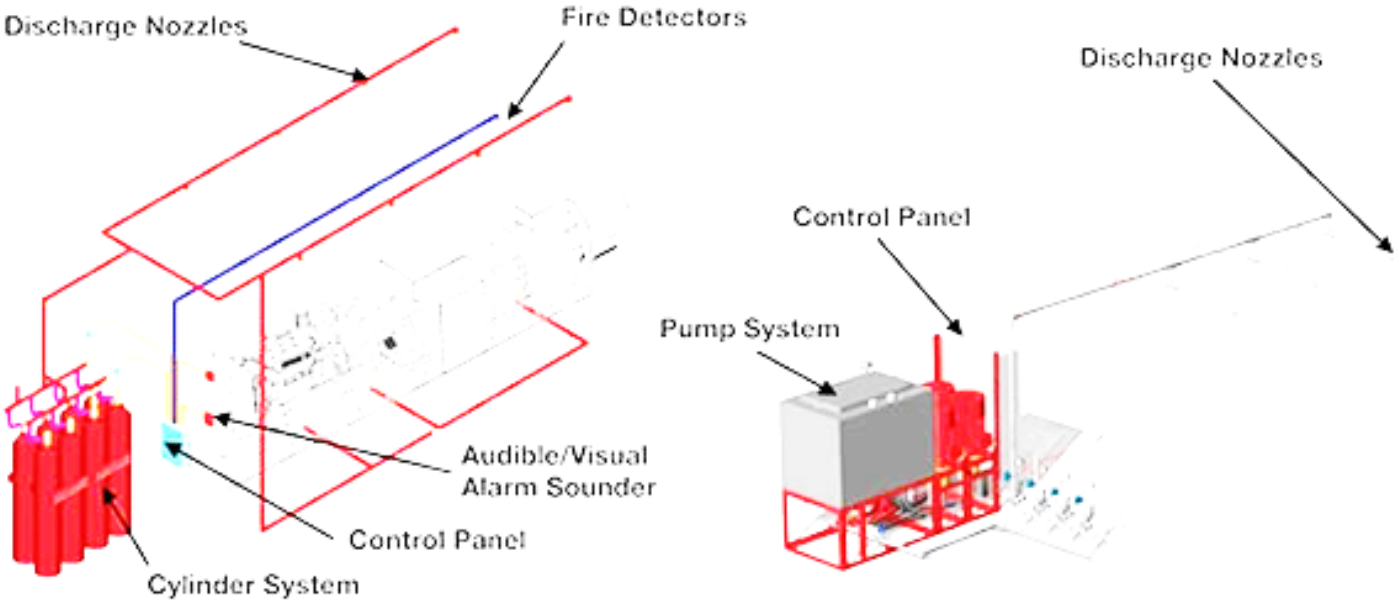
14. Automatic Sprinkler System:

This section includes of partial sprinkler system, integrated management, correct types of installed sprinklers, greasy and rusty maintenance and glass bulbs clearance. SBG O&M is committed towards the safe operation and efficient working of the automatic sprinkler systems.



15. Water Mist System:

The scope of water mist system includes systems modification after inspection, hazard protection, valves supervision, valves identification with signs, pump inspection record, detection system record, compressed gas cylinder supervision and water pressure gauges checking. The maintenance of these resources are engaged by the time scale criteria developed by the SBG O&M.



16. Water Spray System:

In this section, the components are water supply system test, reservoirs condition, fire pump supervision, valves supervision, fire department connections, hangers' conditions and gauges maintenance and supervision by the SBG O&M accomplishing the SMART objectives.

17. Foam System:

The scope of this section includes foam concentrate record, foam concentrate strainers Blow-down, valve closed and plugged, water flow devices free of damage, pressure reducing and relief valves, valves open, valves not leaking, downstream pressure maintained (record) and valves condition with hand wheels.

18. Fire Pumps:

This section includes operating louvers in pump room, pump suction discharge and bypass valves, leaks in piping or hoses, Suction line pressure is normal, Suction reservoir is full, Crankcase oil level, cooling water level, Electrolyte level in batteries, examine exhaust system for leaks and Water-jacket heater operating condition. This also visualizes that heat in pump room is 40°F or higher.

19. Smoke Management System:

Smoke control systems (or smoke management systems) are mechanical systems that control the movement of smoke during a fire. Most are intended to protect occupants while they are evacuating or being sheltered in place. The most common systems referenced in current codes are atrium smoke exhaust systems and stair-pressurization systems. In some specialized cases, zoned smoke control systems may be provided. These feature zones or floors that are either pressurized or exhausted to keep smoke from spreading.

The manual controls required or provided for smoke control systems are a primary consideration for the fire service. These manual controls can override automatic controls that activate these systems. When fire department personnel arrive, they can assess whether the automatic modes are functioning as intended. Incident commanders may then use the manual controls to select a different mode or turn any given zone off. It is imperative that these controls override any other manual or automatic controls at any other location.

20. Utilities Management System:

The main scope of SBG O&M is to ensure the effectiveness of the safety standards and the rules and regulations of the regulatory bodies of health and safety. In all the operation and maintenance related issues in the projects, we ensure the implementation of zero accident policy. The main objective is to provide safe system of work, safe equipment of work and safe working methods to ensure the safety of employees, workplace and environment in accordance to the NFPA, OSHA, ILO and national regulatory bodies of Health and Safety.

SBG O&M EMPLOYEE PERCEPTION OF MANAGEMENT COMMITMENT

Management commitment Develop a successful safety culture in **SBG O&M** by leading from the top, where your actions and attitudes send a message to your workers that you are serious about safety. From this commitment, effective partnerships are formed with our workers to achieve safer workplaces. **SBG O&M** Management acknowledge that all they can about a safety initiative and ask questions so they can participate in meetings and discussions. When the employees see that management is familiar with the initiative and talks to them about it, it becomes more than just a "safety initiative". Seeing leadership include initiative- based discussion points into their meetings and communications and real time action, an employee is more easily convinced that positive change is occurring. Imagine the impact it has when senior management goes onto the shop floor or in the field and works hand in hand with the employee, if even only for a portion of the time. Following is a typical survey to assess SBG O&M employees' perception of the management commitment and then integrating the overall results for the percentage graphs as per the filled options available.

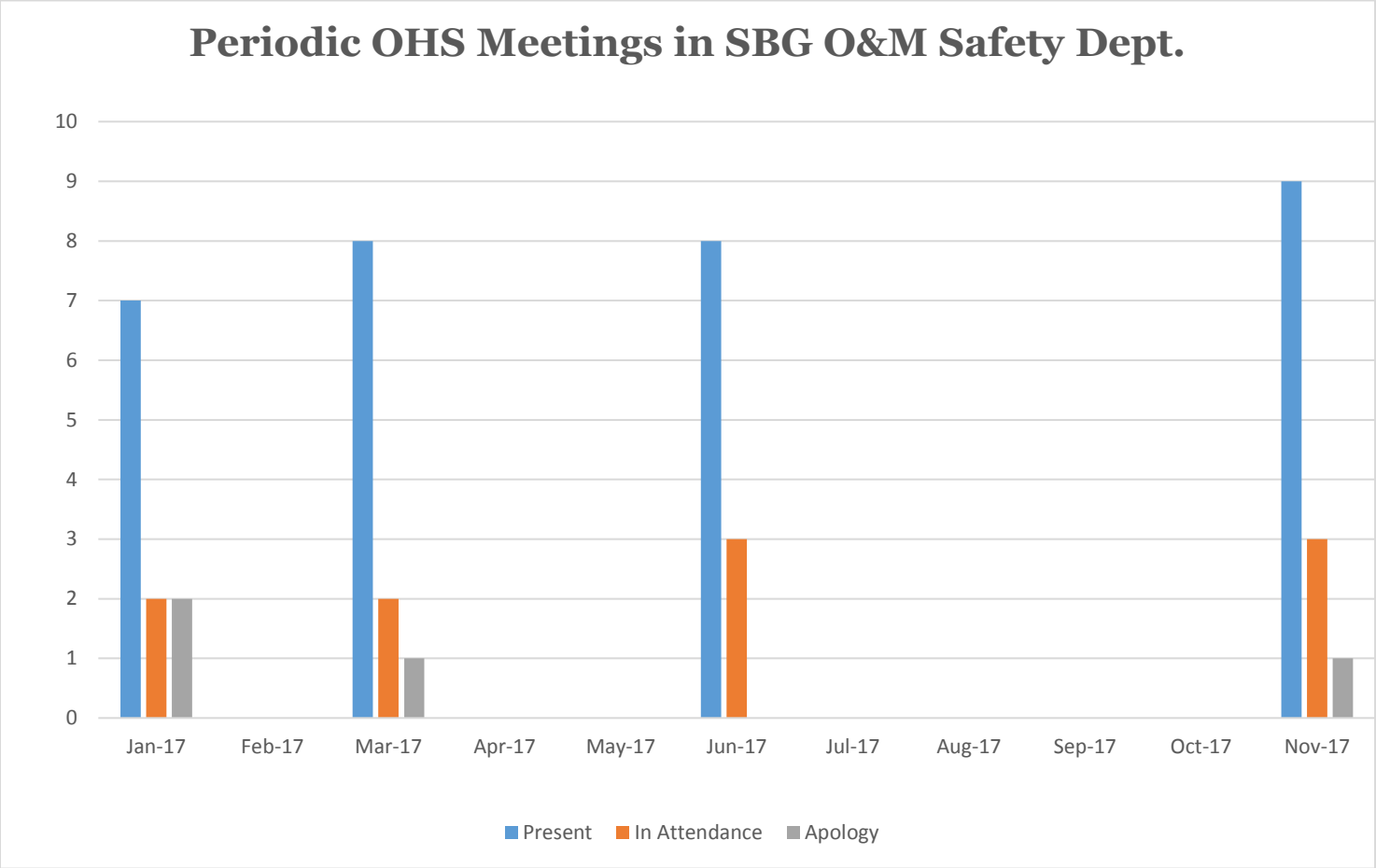
Sr. #	Topic	Question	Agree	Neutral	Disagree
1	Employees' perception of safety leadership	Have your company's efforts encouraged you to work more safely?			
2	Education and Knowledge	Are employees adequately informed about the results of their exposure monitoring?			
3	safety process assurance	Are employees checked on a routine basis to see whether they are doing their job safely?			
4	Employee Involvement and Commitment	Do your coworkers support the company's safety program?			
5	Drugs and Alcohol	Are employees who are using drugs or alcohol on the job able to work undetected?			
6	Emergency Response	Have you been properly trained to respond to an emergency situation in your work area?			
7	Off-the-Job Safety	Is off-the-job safety a part of your company's safety program?			

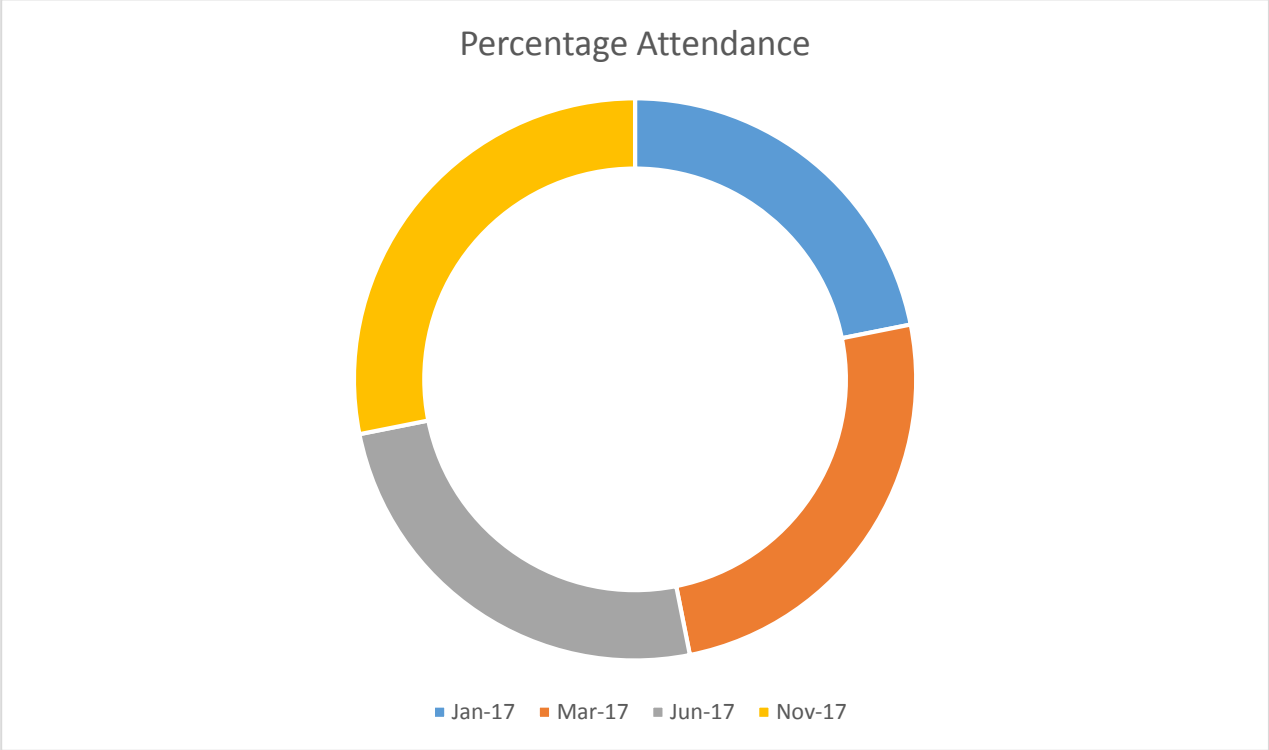
Sr. #	Name	Percentage Variance
1	Management's Commitment to Safety	
2	Education and Knowledge	
3	Safety Supervisory Process	
4	Employee Involvement and Commitment	
5	Drugs and Alcohol	
6	Emergency Response	
7	Off-the-Job Safety	
	Total:	

In periods of profitability and high workloads or in cases of an underdeveloped culture, it's easy to forget about the employees and focus on the ryals, but that doesn't contribute to long term success. The SBG O&M management team has an enormous responsibility to achieve profitability and be a role model to all of the employees. There's no doubt that this is a challenging task but it is achievable. The SBG O&M management team has to place a concentrated effort on the people of the organization and put them first. Once that's mastered, success in safety and other aspects of the business will come much easier. Management commitment, after all, is more than mere words - it is the action that speaks the loudest.

PERCENTAGE OF ATTENDANCE AT OCCUPATIONAL HEALTH AND SAFETY (OHS) COMMITTEE MEETINGS

One of the main objectives of safety committees is to promote cooperation and communication between SBG O&M staff and management so that health and safety arrangements can be developed and implemented. Effective communication is extremely important to a successful safety committee meeting. Well-managed safety committee meetings allow members to participate, and feel part of the decision-making process. The degree to which members will become actively involved in making the committee a success will depend on how much ownership they have in resolving OHS issues. Well-planned and prepared meetings where everyone is aware of their responsibilities, and where the meeting is structured and focused on the agenda will ensure positive outcomes for both the committee and the SBG O&M.


Periodic OHS Meetings in SBG O&M Safety Dept.
10
9
8
7
6
5
4
3
2
1
0
Jan-17
Feb-17
Mar-17
Apr-17
May-17
Jun-17
Jul-17
Aug-17
Sep-17
Oct-17
Nov-17
Present
In Attendance
Apology

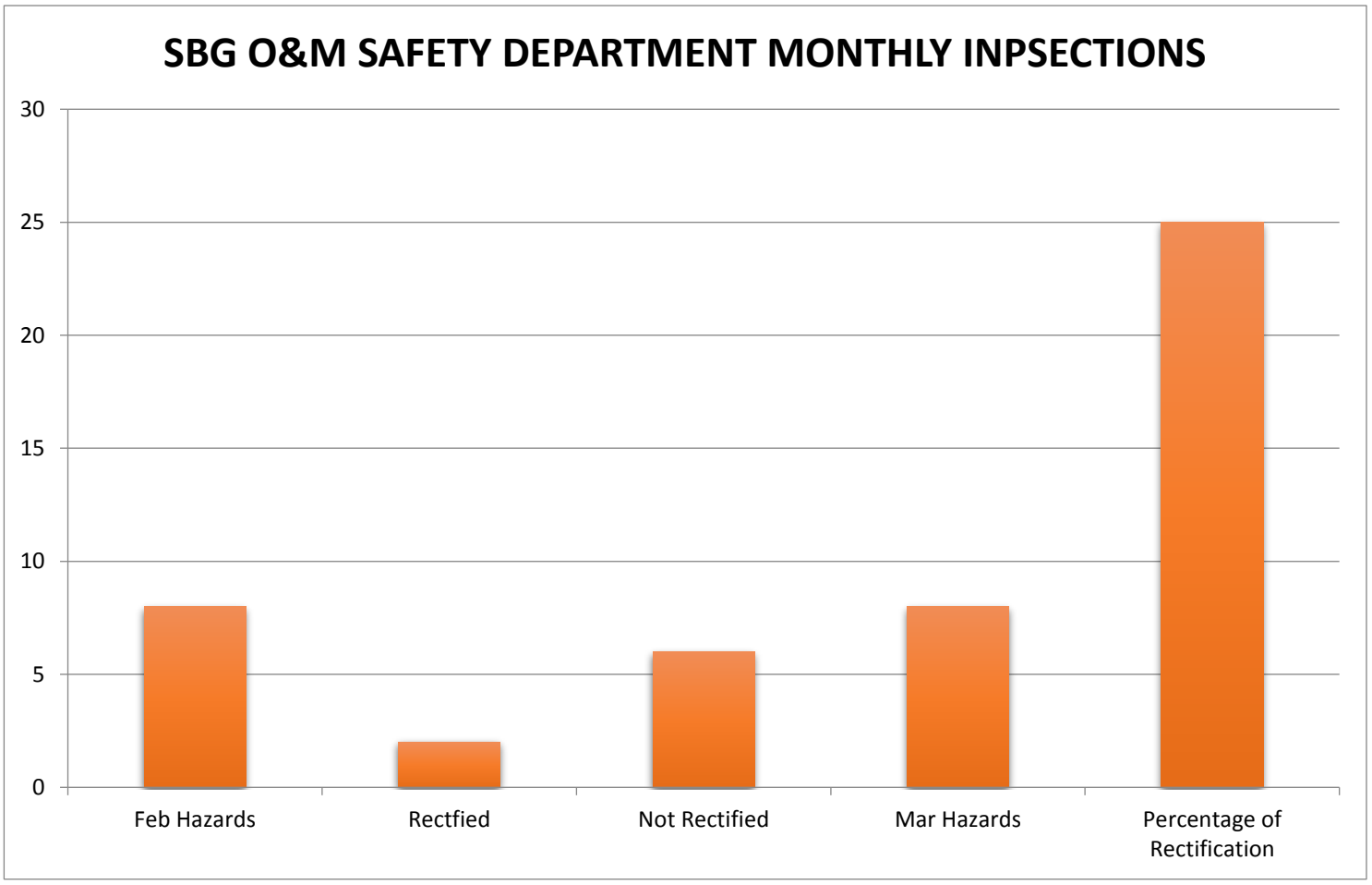

Percentage Attendance
Jan-17
Mar-17
Jun-17
Nov-17

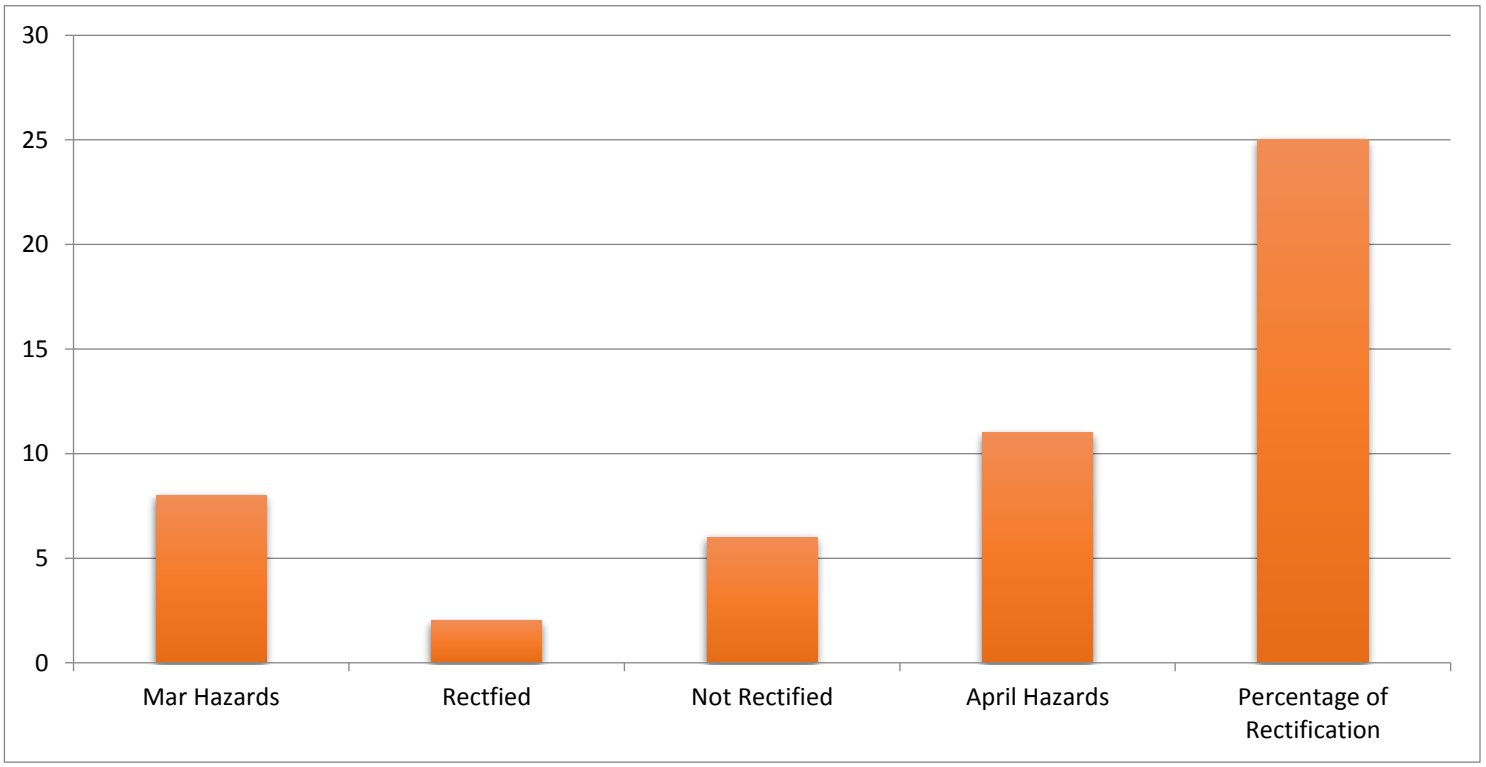
RECTIFICATION OF MONTHLY SAFETY INSPECTIONS

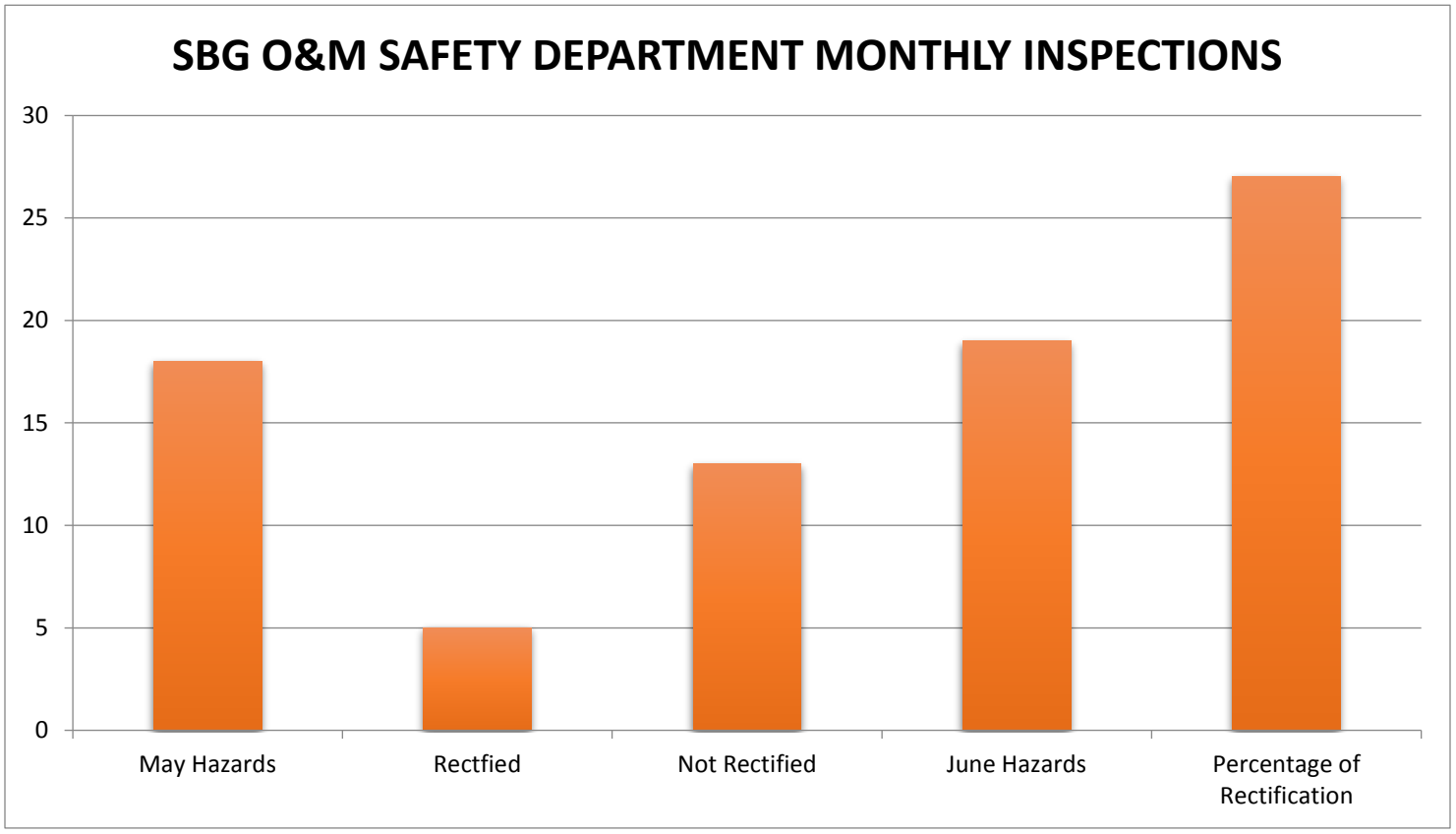
Workplace inspections help prevent incidents, injuries and illnesses. Through a critical examination of the workplace, inspections by **SBG O&M Safety Department** help to identify and record hazards for corrective action. Health and safety committees can help plan, conduct, report and monitor inspections. Regular workplace inspections are an important part of the overall occupational health and safety program and management system, if present.

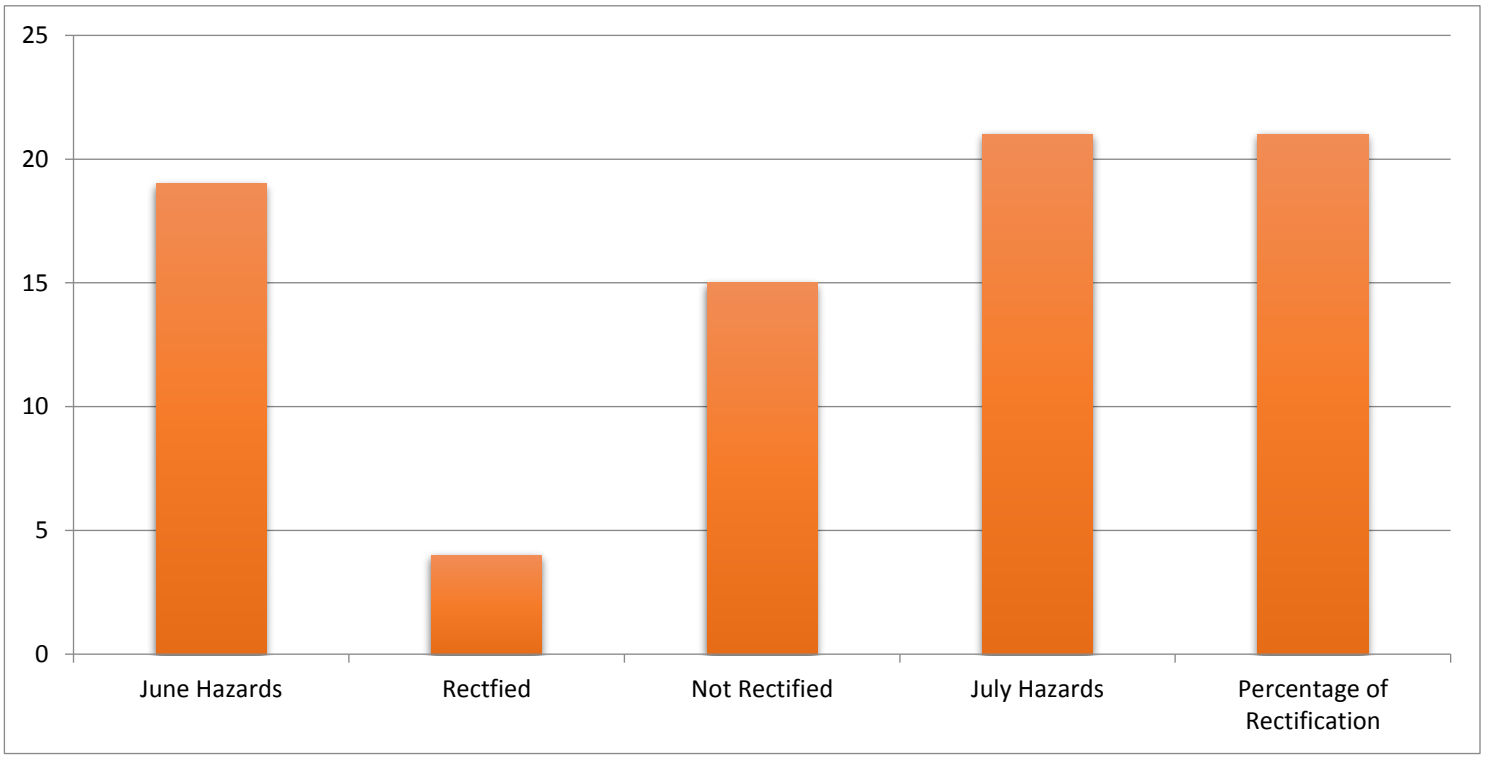
Types of workplace hazards include:

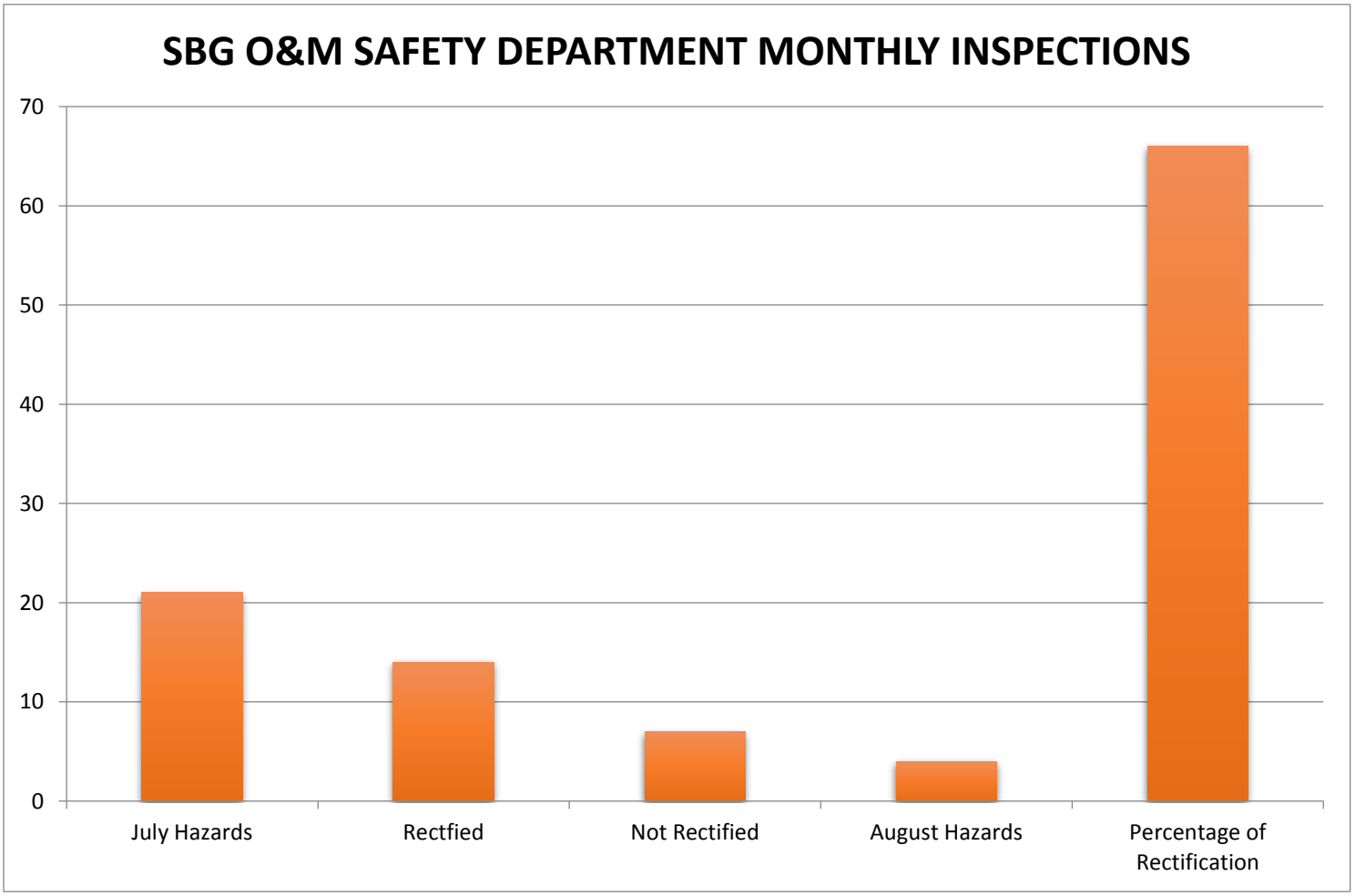
- Safety hazards such as those caused by inadequate machine guards, unsafe workplace conditions, unsafe work practices.
- Biological hazards caused by organisms such as viruses, bacteria, fungi and parasites.
- Chemical hazards caused by a solid, liquid, vapor, gas, dust, fume or mist.
- Ergonomic hazards caused by physiological and psychological demands on the worker, such as repetitive and forceful movements, awkward postures arising from improper work methods, and improperly designed workstations, tools, and equipment.
- Physical hazards caused by noise, vibration, energy, weather, heat, cold, electricity, radiation and pressure.
- Psychosocial hazards that can affect mental health or well-being such as overwork, stress, bullying, or violence.

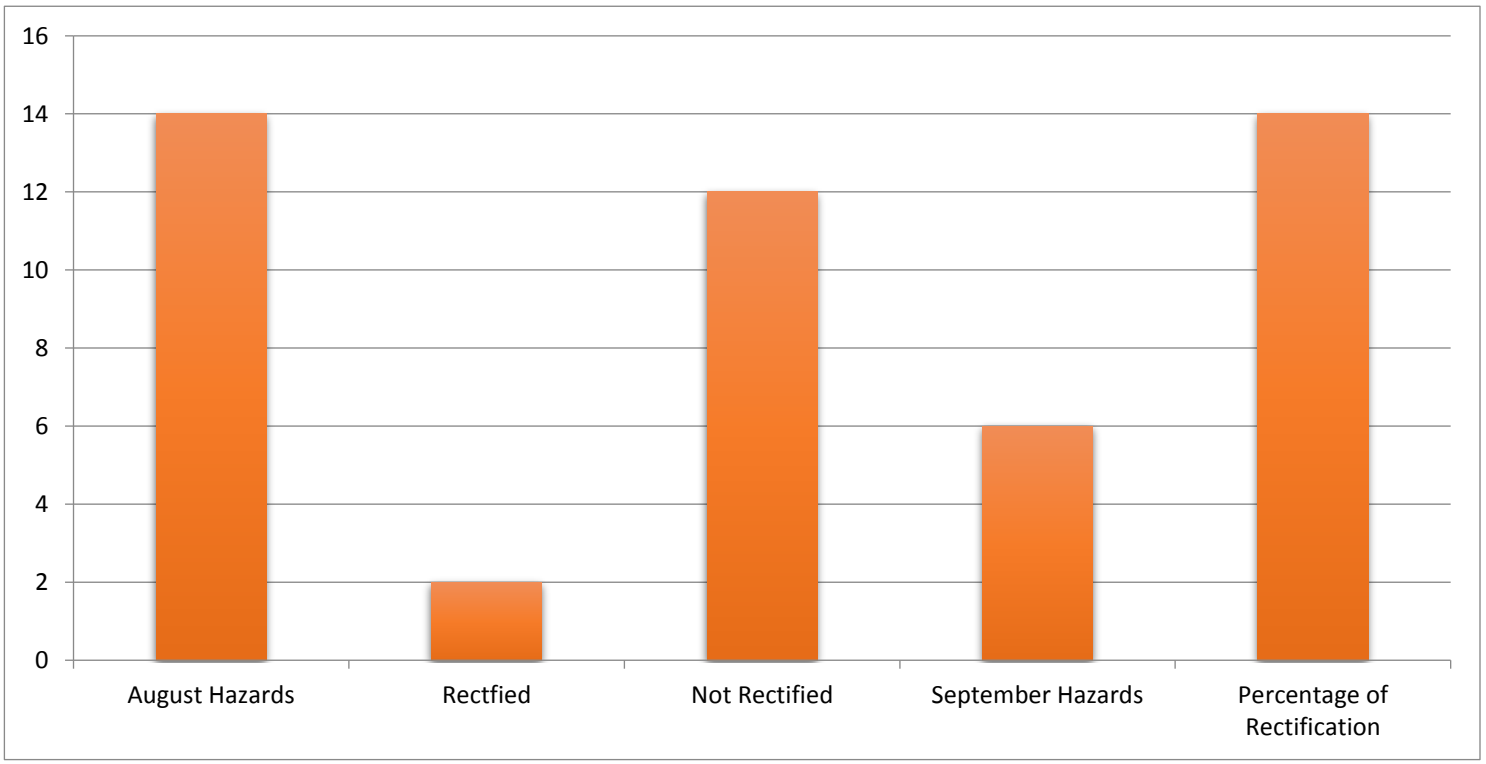

SBG O&M SAFETY DEPARTMENT MONTHLY INPSECTIONS
30
25
20
15
10
5
0
Feb Hazards
Rectfied
Not Rectified
Mar Hazards
Percentage of Rectification

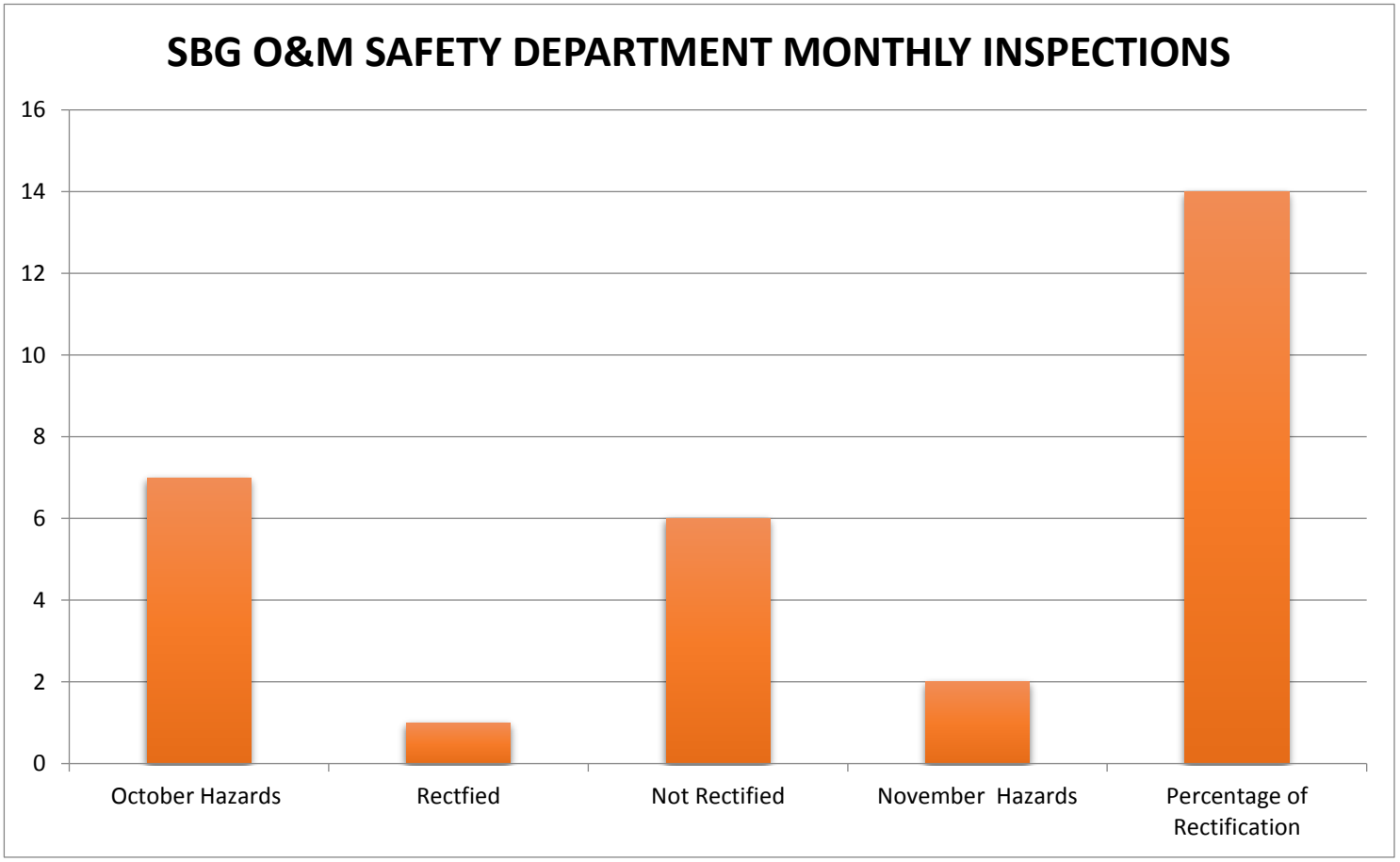

30
25
20
15
10
5
0
Mar Hazards
Rectfied
Not Rectified
April Hazards
Percentage of Rectification


SBG O&M SAFETY DEPARTMENT MONTHLY INSPECTIONS
30
25
20
15
10
5
0
May Hazards
Rectfied
Not Rectified
June Hazards
Percentage of Rectification


25
20
15
10
5
0
June Hazards
Rectfied
Not Rectified
July Hazards
Percentage of Rectification


SBG O&M SAFETY DEPARTMENT MONTHLY INSPECTIONS
70
60
50
40
30
20
10
0
July Hazards
Rectfied
Not Rectified
August Hazards
Percentage of Rectification


16
14
12
10
8
6
4
2
0
August Hazards
Rectfied
Not Rectified
September Hazards
Percentage of Rectification


SBG O&M SAFETY DEPARTMENT MONTHLY INSPECTIONS
16
14
12
10
8
6
4
2
0
October Hazards
Rectfied
Not Rectified
November Hazards
Percentage of Rectification

QUALITY POLICY

The Management & Staff of Saudi Binladin O&M Division are committed to meet clients' needs accurately, correctly, first time, at the right price, and in the required time, also to carry out work which consistently satisfies the clients and legal and statutory regulations and participate in continual improvement of the Quality Management System.

The Management of Saudi BinLadin O&M Division has set the following Quality Objectives:

- Meeting customers' expectations and enhancing their satisfaction.
- Maintaining a high quality level of services.
- Efficient sourcing and use of available resources.
- Enhancing employees overall performance.
- Business Continual Improvement

To achieve these objectives, the Management of Saudi BinLadin O&M Division implements a Quality Management System that meets the requirements of the EN ISO 9001:2008 standards.

This system measures, analyses and monitors these objectives to seek continual improvement.

The management is committed to provide the necessary resources to implement the Quality Management System and to involve the employees at all levels in the continual improvement of services and client satisfaction.

Saudi Binladin Group also acknowledges its responsibility towards the safety of its employees and the respect of the environment in achieving those goals.

Executive Board Member

&

EXECUTIVE DIRECTOR

The Company

SBG O&M is a division of the Saudi Binladin Group (SBG) dedicated to the domain of Maintenance, Operations and General Services.

SBG O&M has contracts in such diverse O&M applications as:

i) Building facilities

ii) Maintenance and operation of:

- Electro-Mechanical, electronic, chiller and power plants
- Water & sewage plants
- Civil works
- Cleaning / housekeeping projects

iii) Landscaping and pest control

iv) Industrial projects

v) Gas turbine

vi) Marine works such as dry docks and tug boats.

Future growth is directed towards the maintenance of these contracts and acceptance of work dedicated to areas of high expertise.

The Jeddah Head Office provides management, technical, administrative and logistical support to all such projects, for which regional offices in several areas are established to facilitate the operation of projects in those areas.

The company has developed an Operation & Maintenance System that covers preventive and corrective maintenance as well as quality assurance for all labor, equipment and parts used during a contract. Within SBG O&M, there are systems in place, which include the following:

- Comprehensive coverage O&M
- Labor comprehensive & specialized manpower
- Inspection maintenance
- Preventive maintenance
- Special Process
- Corrective maintenance
- Emergency calls

Scope

SBG (O&M) quality management system covers the key services of Maintenance, Operations and General Services as mentioned in 1.1 above. The quality management system of SBG (O&M) has been developed to meet the criteria defined in the quality policy and the quality systems standard ISO 9001:2008. SBG (O&M) does not design its services so the design Clause is excluded.

RELATED DOCUMENTS

This Quality Manual provides an introduction to the working system of **Saudi Binladin Group Operation and Maintenance Division (SBG O&M)** with specific regard to Quality.

SBG (O&M) works to a documented quality system by which the Quality Policy is implemented.

The documentation is arranged in four levels, as follows:

Quality Manual – including the Quality Policy.

Measurable Quality Objectives – To achieve the quality objectives mentioned in the Quality Policy, a list of measurable objectives is made available at the Quality Home Page. These measurable objectives are implemented, monitored and updated in accordance with QMS process procedures.

Process Procedures – Containing the main Procedures defined in the SBG (O&M) core business process and relevant supporting process. The outlined Procedures provide guidance in performing cross-functional activities in an efficient and consistent manner. Process Performance Monitoring List is available in the Quality Home Page; this list is implemented, monitored and updated in accordance with QMS procedures.

Work Instructions - Determine the correct method of carrying out specific tasks within the procedure of the individual, where use of incorrect method may affect quality. References to Documents and Specifications are included where necessary.

Forms and Documents - To ensure correct information is recorded and transmitted to appropriate persons.

DEFINITIONS

The Following terms and definitions used within this Quality Manual are in accordance with ISO 9001:2008.

SBG (O&M): Saudi Binladin Group – Operation & Maintenance.

Document: Information & its support medium

Effectiveness: Extent to which planned activities are realized & planned results achieved.

Infrastructure: (organization) system of facilities, equipment and services needed for the operation of an organization

Management System: System to establish policy & objectives and to achieve those objectives.

Procedure: Specified way to carry out any activity or a process.

Process Flow Chart: A map of a sequence of events or a combination of activities, inputs, controls and mechanisms & outputs.

Process Mapping: A methodology that seeks to describe existing business functions for the purpose of understanding the activities involved.

Product: Result of a process.

Quality: Degree to which a set of inherent characteristics fulfils requirements.

Quality Management System: Management system to direct and control an organization with regard to quality.

Quality Objectives: Something sought, or aimed for, related to quality.

General Requirements

SBG (O&M) established, documented, implemented and maintained a management system to continually improve the effectiveness and efficiency of its performance for defined processes (including outsourced processes) and their interactions through providing proper resources and monitoring and measurement to evaluate process improvement.

Documentation Requirements

General

SBG (O&M) Quality Management System includes the following documentation:

a- Quality Policy & Quality Objectives, which form a part of this Manual.

b- Quality Manual.

c- Process Procedures – Containing the main Procedures defined in the SBG (O&M) core business process and relevant supporting process. The outlined Procedures provide guidance in performing cross-functional activities in an efficient and consistent manner.

d- Work Instructions - Determine the correct method of carrying out specific tasks within the procedure of the individual, where use of incorrect method may affect quality. References to Documents and Specifications are included where necessary.

e- Forms and Documents - To ensure correct information is recorded and transmitted to appropriate persons.

f- Documents necessary for implementation such as regulations & standards.

Quality Manual

SBG (O&M) Quality Manual shows the scope of Quality Management System and its exclusions, refers to related quality procedures appendix-A and describes interaction between defined processes as shown in the process flowcharts.

Control of Documents (SBG-QMS-PR-04)

Our Quality Management System is documented in this Manual, Procedures, Work Instruction, and the system paper work (Quality Records). This documentation not only specifies our Quality Management System but is also a source of reference and instruction to the personnel who use the system. We control the system documentation so that the

integrity of the system specification is maintained and that correct and current information is available to those who need it.

We ensure that all “System Documentation” is reviewed and authorized by an appropriate person before being issued and that all people, who need to have a copy of any document, have the current issue. A master file of the controlled documentation is kept which includes the Quality Manual, the Procedures and Instructions. The master file also shows who holds controlled copies of each document and its latest revision. When changes are required to controlled documents they are subject to the same review and authorization as the original.

Control of Records (SBG-QMS-PR-04)

SBG (O&M) keeps records to show that we have achieved the required quality in our services and that the system has operated efficiently.

Records showing the efficient achievement of quality levels show, not only that the service conforms to requirements/specifications but may also show to which specification it conforms.

If a Client requires “Quality Records”, a copy will be made available where feasible. In other cases, access may be given to sight the records (which may not be copied due to the Company Policy).

MANAGEMENT RESPONSIBILITY

Management Commitment

SBG (O&M) Management is committed to the development and implementation of the Quality Management System by spreading the soul of Customer Satisfaction and complying to regulatory requirements among the staff through the Quality Policy and Objectives, and continually improve its effectiveness by periodic management reviews and providing the required resources.

Customer Focus

SBG (O&M) Management is responsible to ensure the Customer requirements are met to enhance Customer Satisfaction

Quality Policy

SBG (O&M) Management stated the quality policy to show the commitment to comply with requirements and continually improve the effectiveness of the Quality Management System.

The Quality Policy is consistent with SBG (O&M) Management vision & strategy, permits quality objectives to be understood and pursued through the company, effectively formulated and efficiently communicated within the company and it should be reviewed periodically.

Planning

Quality Objectives

Quality Objectives are a link between the quality policy and the commitment to continual improvement established at the relevant functions & levels within the company, they must be measurable and consistent with the quality policy.

Quality Management System Planning

SBG (O&M) Management is responsible for quality planning to meet the requirements as well as quality objectives and for ensuring integrity of the Quality Management System.

Responsibility, Authority & Communication

Responsibility & Authority

Quality is the responsibility of all employees of the Company and therefore everyone is encouraged to identify actual or potential problems and opportunities for improvements.

Over and above, the system requires specific tasks to be carried out, and these are described in the Quality Procedures and Work Instructions. Quality Procedures and Work Instructions define the responsibility for carrying out each of its elements and how this is checked and authorized prior to issue.

Management Representative

As Quality is such an important part of the company strategy, The President of the Executive Board has appointed the Executive Director as a Management representative,

besides a quality coordinator has been appointed to assist the Management Representative to:

a) Ensure that the company continues to meet the requirements of ISO 9001:2008 and customer requirements.

b) Report on the performance of the quality system to be used as a basis for improvement by management.

c) Ensure the promotion of customer requirements among the employees and liaison with external parties on matters relating to the quality management system.

Internal Communication

SBG (O&M) Management ensures effective internal communication of quality policy, objectives and accomplishments.

Information, data and their transmittal to end-users are the cornerstone in our communication policy to enable sound decision making at different levels. End-users are connected via networks where practical and possible. Information databases are maintained and accessible to end users.

Management Review (SBG-QMS-PR-02)

SBG (O&M) Management will conduct ongoing periodic meetings to ensure that the system is continuous in suitability, adequacy and effectiveness and to assess opportunities for improvement. Management Review is also needed to discuss the changes to the system including the quality policy and quality objectives. Input and output to the management reviews are focused in **SBG-QMS-PR-02.**

The Executive Director shall ensure by review of the **SBG (O&M)** - Management System at defined intervals not greater than once a year, that the system continues to be suitable and effective.

MEASUREMENT, ANALYSIS & IMPROVEMENT

General

SBG (O&M) conducts analysis methods of monitoring and measurement elements and statistical techniques to ensure conformity of service to requirement, conformity of Quality Management System and continual improvement.

Monitoring and Measurement

Customer Satisfaction

We recognize that the feedback of information about our services is an important source of information to enable us to improve our quality. We therefore, have a policy of, keeping free and open communication with our Clients.

SBG (O&M) conducts a periodic Customer Satisfaction Survey as per, the results of the survey are analyzed and recorded as a measurement of performance.

Internal Audit

As shown in then internal Quality Audit Procedure **(SBG-PCD-PR-01),** SBG (O&M) plans, conducts, reports and follows up the results of internal audits to ensure that the Quality Management System is effectively implemented and maintained and conforms to the international standard, Quality Management System requirements as well as SBG (O&M) planned arrangements.

The Quality Management System is audited and the results reviewed minimum once every year to ensure that it remains effective. It also includes

collection and analysis of data regarding our performance to enable us to continually maintain and improve the quality of the service agreed with our Clients.

Monitoring and Measurement of Processes

SBG (O&M) monitors and where practically possible measures the ability of the Quality Management System's processes to achieve planned results. SBG (O&M) conducts the proper corrective action when the planned results are not met.

Monitoring and Measurement of Product

SBG (O&M) monitors and measures the specifications of the provided service throughout all stages to verify that those specifications are met. Records of verification are kept.

Control of Nonconformance

"Quality related" problems may still occur from time to time, due to internal or external actions. When they do, our system has two major objectives. The first is to ensure that no non-conforming services are inadvertently provided to a client and the second is to make sure that we learn as much as possible from the occurrence in order that we may prevent the event happening again. To achieve these objectives, we have procedures that describe the process in the event of non-conformance/customer complaints; these procedures also

define the authority and responsibility for dealing with the problem. Details are in procedure SBG-OPM-PR-02 “Customer Complaints, Corrective and Preventive Actions”.

In the event of non-approval of services, the discrepancies found are recorded, discussed and those attributable to **SBG (O&M)** shall be recorded as, **Non Conformance** and resolved.

Analysis of Data

SBG (O&M) collects data concerning the customers’ satisfaction, suppliers’ performance, service conformity and trends of processes and services. The collected data is subject to analysis to measure and improve the effectiveness of the Quality Management System.

Improvement

Continual Improvement

SBG (O&M) facilitates the continual improvement of its effectiveness and of the Quality Management System through the use of the quality policy, quality objectives, audit results, analysis of data, corrective & preventive actions and management review.

Corrective Action

SBG (O&M) reviews nonconformities (including customer complaints) and determines the causes of nonconformities, then decides and implements the corrective action to eliminate the cause of nonconformities in order t

prevent recurrence. Records of the action taken are kept and a review of the action is conducted to ensure effectiveness.

Preventive Action

SBG (O&M) determines potential nonconformities and their causes, then decides and implements the preventive action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Records of the action taken are kept and a review of the action is conducted to ensure effectiveness.