

 <p>Jeddah Files شركة اوتاد جدة</p>	<p>أوتاد جدة</p>	<p>Issue # JP/QM/001</p>
	<p>Quality Manual</p>	<p>Page 1 of 51</p>



QUALITY MANUAL

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1.0 INTRODUCTION

1.1 Executive Summary

This Project Quality Plan (PQP) has been developed by the **Jeddah Piles**. It covers all aspects of the Contract through construction to hand-over. The plan recognizes the responsibilities to meet the relevant statutory & regulatory requirements, specifications and standards, Quality Management Systems (QMS) ISO 9001:2015 and those requirements described within the Company documents.

Jeddah Piles is committed to delivering their products to the highest possible standards and this PQP contains the systems and procedures the Project Team shall enforce to maintain this commitment.

Company shall ensure that the Works are executed in compliance with applicable laws, CONTRACTOR requirements, Project Quality Plan and industry best practice.

Company shall operate in a co-operative manner with other parties who operate within the Works area.

Company is solely responsible for carrying out the work under the Contract having the highest regard for the quality aspects and CONTRACTOR satisfaction.

Company shall be responsible for the Health and Safety of its personnel (including visitors) and equipment associated with its scope of Works as well as the quality of work performed on the Project.

1.2 Scope of Work

The scope of Jeddah Piles Company covers the execution of foundation and geotechnical works, including but not limited to:

- Installation of excavation support systems
- Execution of rock anchors and slope protection systems
- Construction of pile foundations (bored piles, CFA piles, and micro piles as required)
- Execution of pile caps and shallow foundations

All works shall be executed in accordance with the approved construction drawings, specifications, and relevant standards.

The detailed scope and quantities of works shall be as per the signed contract documents and the approved construction plan

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1.3 Purpose, PQP Objectives and Scope

This document defines the quality requirements, standards, and procedures that Jeddah Piles Company shall follow to meet the Contractor's quality expectations for the project.

Jeddah Piles Company shall provide access to any technical documents, drawings, or other data required by the Contractor or the Contractor's Representative.

All work will be planned, organized, controlled, and executed in accordance with the approved **Project Quality Plan (PQP)**, **Inspection & Test Plans (ITPs)**, and documented company procedures.

The PQP objectives are established to be **SMART** (Specific, Measurable, Achievable, Realistic, and Time-based) to ensure that project quality requirements are fully met within the project schedule and scope.

The **objectives** of this PQP are:

- To execute all piling and foundation works in full compliance with contract specifications, project requirements, and agreed timelines.
- To integrate quality into every managerial and supervisory role across the project.
- To ensure quality considerations are embedded in all planning, execution, and inspection activities.
- To promptly identify and address non-conformances during all phases of work.
- To determine the root cause of any non-conformance, implement corrective actions, and prevent recurrence.
- To align all piling installation outcomes with the overall objectives of the project.
- To clearly define the roles and responsibilities of personnel involved in delivering the PQP.
- To incorporate industry best practices and recognized quality standards into design, construction, and supervision.
- To ensure full compliance with relevant codes of practice, recognized standards, and statutory requirements.

The **scope** of this PQP will apply to the following:

The main activities to be performed by Jeddah Piles Company under this project include:

1. **Preliminary Testing of Piles:** Conduct all required preliminary tests on piles to verify soil conditions, pile integrity, and load-bearing capacity before full-scale installation.
2. **Shotcrete Works:** Apply shotcrete for excavation support, ensuring stability and safety of exposed soil faces.

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3. **Installation of Rock Bolts and Anchors:** Install both temporary and permanent rock bolts and anchors to reinforce slopes and excavations as per design specifications.
4. **Foundation Pile Installation:** Execute the installation of foundation piles, including bored, CFA, or other approved piling methods, in accordance with approved drawings and procedures.
5. **Slope Monitoring:** Continuously monitor slopes for deflection, settlement, or any signs of instability and report findings promptly to the Project Team.
6. Excavation and execution of the pile caps and spread footings

The procedure for testing and inspection are included in the specific construction method statements and Inspection and testing plan for each product. The following are the foreseen tests to be conducted prior and during the production phase:

- piles preliminary (pre-production) testing
- Concrete and shotcrete material testing
- Working load test on piles

1.4 Terms and Definitions

For the purposes of the Project Quality Plan, the following definitions and terminology are used:

Audit

A systematic examination against defined criteria to determine whether activities and related results conform to planned arrangements.

Calibration

Checking, inspection, testing or measuring instrument against a standard that is of known accuracy to a national / international standard.

Certificate of Conformity

A document signed by an authorised person affirming that, at the time of assessment, the product or service met the stated requirements.

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Continual Improvement

Process of enhancing the Quality Management System to achieve improvements in overall performance, in line with the organisations Quality Policy.

Corrective Action

Action that is taken to overcome an existing non-conformance and eliminate the cause(s) in order to correct the non-conformance.

Correction

action to eliminate a detected nonconformity

Line Management

A group of individuals, with responsibility for employees within the organisation.

Management Plan

Management Plans are those plans developed to achieve objectives and targets and including responsibilities at relevant functions whilst outlining the means and time frames to meet objectives and targets.

Inspection

An activity such as measuring, examining, testing or gauging one or more characteristics of an entity and comparing the results with specified requirements in order to establish whether conformity is achieved for each characteristic.

Monitor

To check, supervise, observe critically, or measure the progress of an activity, action or system regularly in order to identify change from the performance level required or expected.

Non-Conformance

A deficiency in characteristic, documentation, or process implementation which renders the quality of a product or activity unacceptable or indeterminate.

Procurement

An activity undertaken to obtain products or services in accordance with specified requirements.

Process

A value-adding activity involving people and / or other resources.

Senior Management

May consist of an individual, or a group of individuals, with executive responsibility for the organisation.

Traceability

The ability to trace the history or location of an item or activity, by means of recorded identification.

Verification

The formal process of confirming and documenting compliance with acceptance criteria.

Specification

Document that prescribes in detail the requirements with which the product or service has to comply.

1.5 Abbreviations

The following abbreviations were used in preparing this PQP:

Abbreviation	Description
NCR	Non-Conformance Report
ISO	International Organization for Standardisation
ITP	Inspection and Testing Plan
QMS	Quality Management System
QLT	Quality Leadership Team
PQP	Project Quality Plan
PO	Purchase Order
QA	Quality Assurance

QC	Quality Control
WIR	Work Inspection Request
MIR	Material Inspection Request
HP	Hold point
WP	Witness point
S	Surveillance
W	Witness
PMO	Project Management Organization
MAR	Material Approval Request
PQD	Pre- Qualification Documents

2.0 QUALITY LEADERSHIP

2.1 General

It is the role of senior management through leadership and its actions to create an environment where all piling personnel, Company's, suppliers and visitors are fully involved and in which a quality management system can operate effectively. The quality management principles that need to be used by senior management form the basis of this PQP, these principles are as follows:

- To establish and maintain the Quality Policy and Quality objectives of the organization.
- To promote the quality policy and quality objectives throughout the organization and increase awareness, motivation and involvement.
- To ensure that there is a focus requirement throughout all levels of the organization.
- To ensure that appropriate processes are implemented to enable customer and other interested parties' requirements are met thus achieving the quality objectives.
- To ensure that an effective and efficient quality management system is established, implemented, and maintained to achieve the quality objectives and targets.

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- To ensure that necessary resources are identified and made available.
- To ensure that the quality management system is reviewed periodically.
- To determine the necessary actions to meet the quality policy and quality objectives.
- To determine any appropriate actions that is required for continuous improvement of the QMS.

The Piling Team will carry out its quality duties in compliance with ISO 9001:2015 for the construction phase of these works. The piling senior management representative directly responsible for QA and QC is the QA/QC Manager.

- The QA/QC Manager is independent of any production function.
- The QA/QC Manager shall be based on site for the duration of the works.

The Quality Lead shall report directly to the COMPANY's QA/QC Manager who in turn will report to the COMPANY's representative (Project Director).

In addition, the COMPANY shall engage QA/QC Engineers and QC inspectors to provide quality assurance and control in the Project site.

2.2 Quality Leadership Team

The Piling Team acknowledges and supports the implementation of a Project Quality Leadership Team (QLT). The QLT will be set up to conduct Project reviews of the piling effectiveness and suitability of the PQP.

The QLT will consist of the following Piling Team members:

1. Project Director
2. QA Manager
3. QC Manager
4. Construction Director
5. Senior Project Manager
6. Quality Lead / Supervisor

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7. QC Engineer / Inspector

These reviews shall comprise of a series of individual Management Plan reviews carried out by relevant members of the Project Management Team under the direction and support of the QA/QC Manager. Where amendments to Management Plans are identified the QA/QC Manager shall revise and re-issue the Management Plan(s).

As a minimum these reviews shall be carried out at 6-monthly intervals in line with the above dates. Wherever processes or personnel change further reviews shall be carried out.

The status of Management Plan(s) reviews shall be discussed on a weekly basis during internal progress meeting.

Information received will be effectively disseminated throughout all employees and personnel working within the piling team, through daily prestart meetings.

The quality and demonstration of visible leadership on the project will be a strong focus for the piling project management team.

On site, the piling project management team will participate in.

- Workplace Inspections and Audits
- Non-Conformance investigations and behaviour observations
- Job Hazard Analysis

The QLT objectives are:

1. Communicate PQP values.
2. Meet and act decisively on a quarterly basis.
3. Promote teamwork and engagement of all employees.
4. Be proactive.
5. Be strategic.
6. Promote open and honest communication.

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7. Develop behaviours to achieve Non-Conformance Free work.
8. One Team.
9. Drive excellence in Quality.
10. Agree on training and action.
11. Review actions and recommendations to workplace reports
12. Identify and communicate to COMPANY 'by exception' resolutions.
13. To 'own' the Project Quality Plan and develop accordingly.
14. Investigate non conformities that may have resulted from violating the PQP.

All piling personnel will be involved in the development of site-specific Quality Controls. Project personnel will participate in Method Statement development, task Specific Hazard Analysis reviews, and toolbox talks.

2.3 Management Commitment

All personnel employed on the Project shall make a commitment to Quality Assurance (QA) and Quality Control (QC).

COMPANY will operate a quality system for the Project consistent with the ISO 9001:2015 principles and their partial embodiment within the Company Quality Policy.

Company will comply with the requirements of ISO 9001:2015, COMPANY PQP shall be submitted to the for review and approval. Proposed changes to the PQP must be submitted to the for review and acceptance prior to implementation.

2.4 Customer focus

COMPANY (Company) ensures CONTRACTOR (Contractor Name) satisfaction by:

- Reviewing contract requirements for compatibility and submit modifications as appropriate to ensure CONTRACTOR requirements are met.
- Schedule and reporting progress in sufficient detail to control project cost.

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- Providing training to personnel as required.
- Performing management reviews and internal quality audits to ensure CONTRACTOR satisfaction is enhanced.
- Maintaining data control systems and records of project activities.

2.5 Quality Policy Establishing and Communicating

The Company Group Board of Directors are committed to providing the very best quality of products and services that meet the expectations of the Project.

In order to achieve these high standards COMPANY has established an effective Quality Management System (QMS) that:

- Meets the requirements of ISO 9001:2015 and the requirements set by the Project.
- Ensures compliance by suppliers and subcompany's to the standards set by this Project Quality Plan.
- Ensures the quality system procedures and standards are communicated to all Project personnel and to involve all Project personnel in the decision-making process through regular communication, consultation and training.
- Achieves and maintains a reputation and image of quality.
- Monitors the performance of the system through objective measurements and regularly reviewing the suitability and effectiveness of the Project Quality Plan.

The success of Company Project Quality Plan is dependent on:

- Pro-active planning of all work activities with due consideration given to implementing Quality Controls that are suitable to each given situation.
- Ensuring the work team is vigilant and totally committed to achieving our quality targets.
- Ensuring that open and honest communication exists between management and all employees.

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It is imperative that the content and policies detailed in this Project Plan are understood by everyone as the provision of quality services and products are all our responsibility.

Regular audits, in accordance with the conditions of the Contract, will be carried out to establish any systems failures or shortcomings, and appropriate corrective action will be taken.

It rests on each individual working for and on behalf of Company to ensure that the policies, procedures and processes are known and implemented.

2.6 Project Management Organization

The organization chart is attached in Appendix 1.

2.7 Key Personnel Responsibilities

Organisational responsibilities for achieving the objectives of this PQP are the responsibility of the Project Director and Quality Manager. All personnel will be made fully aware of their responsibility with respect to quality. The quality Team shall be hired as per the requirements of schedule

Project Director

The Project Director will be responsible for the overall quality management of the works under this Contract. Specifically, these tasks are:

- Be accountable for the overall direction and support of the implementation of the Quality Plan.
- Be accountable for the provision of adequate resources, both human and material, to effectively implement and manage the Quality Plan.
- Ensure the Quality Plan is reviewed on a scheduled basis to maintain currency.
- Ensure the provision of adequate resources, facilities and initiatives, to effectively implement and manage the quality.
- Fill the responsibilities of the Appointed Person under the local legislation of the Kingdom of Saudi Arabia.
- Monitor personnel and subcompany safety performance.
- Participate in formal investigations of incidents that occur in their area of responsibility.
- Undertake periodic audits of Project workplaces.

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- Ensure a high standard of housekeeping is maintained at all times.
- Conduct weekly/monthly and informal daily inspections of the workplace.

QA Manager

Company Quality assurance manager shall be dedicated for contract scope of work and responsible for Establishing, implementation and maintenance of the Company Quality System, in accordance with the requirements of ISO 9001:2015 and client requirements.

Responsible to the Project and Technical Directors, to implement, monitor, internal audit, advice and assist on quality performance. Specifically, these tasks include:

- Be accountable for the overall direction and support of the implementation of the PQP.
- Ensure the PQP is reviewed on a scheduled basis to maintain currency at all times.
- Investigate and assume responsibility for reporting all non-conformances supported by the Senior Project Manager, Supervisors and Project Engineers and advise on outcomes.
- Providing training and leadership on this Project Quality Plan for Managers and Project Supervisors, Superintendents and other leadership of the site execution staff.

QC Manager

Company Quality Control manager shall be dedicated for contract scope of work and responsible for Establishing, implementation and maintenance of the Company Quality System, in accordance with the requirements of ISO 9001:2015 and client requirements.

Responsible to the Project and Technical Directors, to implement, monitor, advice and assist on quality performance. Specifically, these tasks include:

- Support of the implementation of the PQP.
- Chair the Quality Control Leadership Team meetings.
- Be independent of production.
- Prepare and implement the project Inspection and Testing Plan as per Project Specifications

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- Providing training and leadership on the Inspection and Testing Plan and Project Specifications for Managers and Project Supervisors, Superintendents and other leadership of the site execution staff.

Construction Director

The COMPANY Construction Director is responsible for overall construction management and operations on the and ensuring that the site is in compliance with applicable QA/QC requirements.

Responsibilities include the following:

- Providing leadership and support for the COMPANY Quality team.
- Providing the resources to implement the Project Quality Plan.
- Communicating CONTRACTOR Project quality expectations to personnel.
- Actively participating in quality workshops and reviews.
- Immediately contacting the Project Director if significant quality issues arise, in accordance with Project reporting procedures.

Quality Supervisor (Lead Engineer)

- Manages all quality activities on the project.
- May delegate some of the associated functions to the assigned Quality Engineer.
- Be independent of production.
- Maintain the NCR log.
- Perform site assessments ensuring correct storage and handling of steel reinforcement cages.
- To ensure all provisions and requirements for quality are in place prior to the commencement of any specific work procedure or activity.
- Participate in daily site inspections with the aim to refine or enhance the JHA for any specific work function.
- Investigate and assume responsibility for reporting all non-conformances supported by the QA/QC Manager, Senior Project Manager, Superintendents, Supervisors and Project Engineers and advise on outcomes.

Procurement Quality Supervisor

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- Reviewing and approving all quality control documents prior to release
- Ensuring that all products meet or exceed customer expectations and requirements
- Investigating and resolving customer complaints in a timely and efficient manner
- Monitoring and reporting on the performance of the quality control department
- Managing the entire RFP process from assembly of data through the monitoring of vendor performance
- Managing suppliers (KPI's) to deliver target cost, service and quality levels in each operating centre
- Ensuring that all approved suppliers are properly issued with orders on time and in full compliance with company's quality standards, principles, and procedures.

Procurement Quality Inspector

- A Procurement quality control inspector is responsible of checking, analysing, and reviewing the details and qualifications of different suppliers.
- Ensuring the supplier meet Quality standards
- Evaluating the quality management systems of suppliers is integral to making sure that they consistently meet client expectations.
- Pre-shipment inspections ensure vendors' goods satisfy quality standards and requirements.
- Quality control inspectors are responsible for recording product inspection results and communicating them to customers
- QC inspectors can communicate quality issues with suppliers and proactively attempt to resolve them without any delay

Quality Record Controller / Document Controller

- Quality Record Controller is responsible for managing and maintaining quality records within an organization. The role involves ensuring that documentation related to quality processes, procedures, and compliance is accurate, up-to-date, and easily accessible.

All Personnel

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Team members and COMPANYS shall be personally responsible for their activities in relation to quality. It will be their responsibility to ensure that they control the quality deliverables that may be affected by their activities.

Team members will report to their supervisor any quality issues or any matters that may lead to or cause a non-conformance and take any reasonable course of action to avoid the occurrence of an NCR.

Team members will be encouraged to make suggestions wherever they can see the need for improvement.

2.8 Training

All persons involved in any work are required to be trained to apply systems of work and work practices that are safe and without risks to health and will ensure that the work undertaken will meet customer requirements. Only those persons who have received training and instruction are to carry out the work.

A formal approach will be utilised to identify training needs to ensure that all relevant training is made available to employees. The goal is to develop a comprehensive listing of the training required to enable an employee to perform his/her job properly.

On a regular basis the Training Database is to be reviewed in a joint consultative approach between the Project Management Team and all participating Staff members to formulate a training plan to address any identified training gaps.

Training Responsibilities

The Project Human Resource/Security Director is responsible for ensuring that:

- a) Appropriate training records /systems are established and maintained.
- b) Appropriate training is planned.
- c) All employees have undertaken appropriate training commensurate with their roles / tasks regarding construction activities.

Employee Training Records

It is essential that all training undertaken by employees be recorded in order to identify 'Training Completed'. The Training Records are then used in conjunction with the 'Required Skills / Competencies' to identify training gaps for

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each employee. The training undertaken is recorded on the 'Payroll Database' and is maintained by the Project HR/Security Director.

3.0 QUALITY PLANNING OBJECTIVES

The main objective of this Project Quality Plan is to meet CONTRACTOR Quality Requirements, which might be reflected by means of the following Indicators:

- To have zero (0) non-conformities issued by CONTRACTOR.
- To have higher than 95% Inspection Acceptance Rate (WIR).
- Project Quality Index (PQI), 86% and above – Compliant (Green)

3.1 Quality Baseline

The Quality Baselines will be measured from the below indexes:

- Documents Submittals (Submittals on time, Submittal rate)
- Quality Deliverables
- Quality System implementation

3.2 Risk and Opportunity Management

Company undertakes Risk & Opportunity identification and mitigation through a structured process coordinated by the Senior Project Manager, according to the Risk Management procedure.

For quality activities related to construction there are specification nominated approvals (HP and WP) to control the outputs of the process and material controls to control the quality of the product.

Company will use internally nominated approvals for those activities it deems of higher risk, and these will be identified through the ITPs and Material Reception Plan review and approval process, as well as Non-Conformance rectification actions.

The Project Risk & Opportunity Register will initially define and manage common foreseeable risks & opportunities and assist in determining which project activities involve levels of risk / opportunities requiring formal documented controls.

Company will hold an initial risk & opportunity workshop to transfer the tender stage risk assessment and identify and assess the project scope of works and the subsequent project specific activities and appropriate control

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measures in accordance with relevant client/company/project standards, Acts, Regulations, Standards and Codes of Practice.

For Quality specific risks, the preparation of management documents including construction procedures, method statements, inspection and test plans will identify the key risks and aspects of the project. These will be verified internally through objective evidence and observation/inspection of site activities using trained personnel.

3.3 Management of Change/Controls

The key objective of Change Management is to identify, control and assess potential problems with planned changes to procedures, process, and equipment. Any proposed changes to design, materials, or work methods on the Project will be forwarded to the Project team for approval prior to the implementation of the proposed change. Following the implementation, continual monitoring and review will be engaged.

The change should follow procedures as well as the work flow mentioned in the Scope of Work, section 6.2.

Before changes to processes are implemented, discussions with the work crew for feedback of the proposed changes are to be undertaken via toolbox meetings. Feedback is then presented to upper management for final decision making.

Communication of the implemented changes to the work crew will be via toolbox meetings, and where necessary training in the new processes is to be undertaken.

1. Identify need for change.
2. Risk assessment (identify potential risks and potential controls).
3. Design procedure, process or equipment around risk assessment.
4. Implement change and undertake "commissioning period".
5. Review and audit on completion of commissioning period.
6. Confirm change implementation.

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4.0 SUPPORT AND RESOURCES MANAGEMENT

4.1 Provision of Resources

Company is responsible to assess organizational and project needs including oversight functions and develop resource requirements in order to assure resources necessities to implement and continually improve the Quality objectives and processes of the QMS and address CONTRACTOR satisfaction issues in a timely manner.

Moreover, Material is defined in below 5.6 with detail.

4.2 Human Resources

4.2.1. Personnel

Company will assign personnel to the project that is competent on the basis of applicable education, training, skills, and experience. Subcompany's, and third party quality personnel shall meet the experience qualification requirements.

Company Project Management is responsible of providing an organization chart with resources needed to implement the Quality System and to improve the Owner/Engineer satisfaction.

4.2.2. Competence, Awareness and Training

Company employees shall be made aware of the project quality requirements, the importance of their actions and how they contribute to the achievements of Quality Objectives. Therefore, the Managers, Superintendents, Supervisors, and Inspectors will be introduced to the QMS through presentations.

All Managers, Superintendents and Supervisors are responsible to ensure that assigned personnel are qualified in accordance with Appendix A" of Schedule Q. through training and/or experience to perform their assigned tasks. Managers shall identify additional training needs, and provide for them as required.

Company shall evaluate the effectiveness of the training through periodic internal audits, review and analysis of employee generated errors, omissions, rework, and non-conformities. Company shall maintain records of education, training skills, and experience for personnel affecting quality.

4.3 Infrastructure and Work Environment

Company provides a work environment suitable for it to achieve its business objective and satisfy project requirements.

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5.0 PROJECT OPERATION

5.1 Planning of Project Execution

Company has planned and documented the project execution process through the documentation for project execution as stated in **Section 1.3** of this quality plan. The quality objectives for the construction activities are identified in **Section 1.3** considering the Contract, SOW, Specifications, Contractor Requirements, internal quality objectives, etc.

The construction processes, documentation, resources, and facilities have been established for this project. Therefore, Company will be in compliance of CONTRACTOR requirements as developed in this PQP.

Verification and validation are incorporated into the planning process in accordance with the Quality procedures developed for control of production and special processes. The design review(14 days advance notification as per schedule Q), acceptance testing, planned inspections, approval are considered also at this stage.

Acceptance criteria for the work will be developed where appropriate, and will be included on Inspection and test Plan accordingly.

5.2 Determining Project Requirements

Prior to Work Order Award

Company Personnel conduct coordinated reviews of the Work Order requirements including Project Specification, during the Proposal phase prior to contract award to ensure all information necessary for achievement of requirements had been provided and precisely defined.

The conformed Contract/Work Order will be reviewed to ensure that any requirements differing from those in the bid have been identified, documented and resolved upon resolution it should become part of the design input.

After Contract Awards

Company Team will solve the technical and execution matters through meetings with CONTRACTOR representative(s), Technical Queries, and Requests For Information.

5.3 Production and Service Provision

Company will follow ISO 9001:2015 for Preparing detailed Inspection and Test Plans for controlling all fabrication, Construction and testing processes in COMPANY Workshop and Site, as required.

The foreseen ITPs are as follows:

- ITP for Micro pilling installation and testing works

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- ITP for Excavation supporting system installation and testing works (Rock bolts and anchors)
- ITP for Shotcrete works
- ITP for Foundation and pile cap execution (Civil works)

Company shall review the quality requirements in all applicable CONTRACTOR standards and procedures and include appropriate Quality requirements in the ITPs. Each ITP shall detail all review, witness, and hold points for CONTRACTOR representative as specified in the CONTRACTOR requirements and Project Specifications. It shall also include the methods, extent and timing for examinations, measurements or tests.

Company shall ensure that the work procedures of special processes are accomplished under controlled conditions as specified in all applicable standards and specifications. All process parameters shall be identified with acceptance criteria specified and monitored. All Procedures and Personnel Qualification shall be submitted for review and/or approval prior to the start of Work.

Measures will be established and documented to ensure that special processes are performed by qualified personnel using approved written procedures and controlled equipment.

Company has established an identification system for documents, drawings and reports which always assures the traceability, identification and location of a particular document for each Project. COMPANY will follow the CONTRACTOR requirements for the documents control procedures.

5.4 Design and development of products and services

Company will develop the shop drawings based on the CONTRACTOR design and requirements, as required to accomplish the construction activities. The IFC drawings will be issued by the CONTRACTOR.

5.4.1. Design Changes

Any changes to scope are documented on a Request for Scope Change form. Where appropriate, they are submitted to the Contractor representative for approval as a change to the Work Order.

Site-initiated design changes are requested/reported from site are reported through the Project Technical Inquiries database for resolution on-line.

5.4.2. As-Built Drawings

As-Built drawings will be prepared to illustrate any differences between the "Issued For Construction" design data and the installed/constructed product on site. If the differences are beyond the Project Requirements. It shall be

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recorded and traceable as “Field Design Change” Documented Information. This action will be confirmed by Company as part of the regular audit programme.

As-built drawings are retained as documented information of construction and form part of the Operations and Maintenance Manual.

Company will follow project specifications / scope of work para 6.1 while any change in as-built for the design drawing.

5.5 Control of Monitoring and Measuring Devices

All inspection, measuring and test equipment used to determine conformance to CONTRACTOR requirements and Project Specifications shall be controlled, adjusted and calibrated at established periods as specified in the CONTRACTOR requirements, other applicable standards, or manufacturer recommendations.

To ensure valid results of the measurements, the measuring equipment shall also:

- be adjusted or re-adjusted as necessary.
- have identification in order to determine its calibration status;
- be safeguarded from adjustments that would invalidate the measurement result;
- be protected from damage and deterioration during handling, maintenance and storage.

When the equipment is found not to conform to requirements, Company shall assess and record the validity of the previous measuring results and take appropriate action on the equipment and any product affected.

5.6 Control of Material

Control measures must be established to ensure the materials received on site comply with the CONTRACTOR specified requirements, standards as per Schedule Q Appendix ???, Company procedures and legislative requirements.

Materials to be controlled on site will be identified in the List of Materials subject to Inspection upon receipt. This includes those identified in Project Specifications, contract, CONTRACTOR requirements and that have legislative requirements to be controlled and/or tested.

The different control measures include:

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5.6.1. Material Acceptance Process

Company requires that purchased materials meet applicable codes and specifications.

Once all materials arrived at site, if required further SAT (Site acceptance test) will be conducted as per Project Quality Inspection Manual

The supplier prequalification documents and the material documents will be submitted to for approval. Once the supplier and material approved by , this forms a basis for Company to procure the submitted material. All required Vendors shall be registered under approved Vendor list. The Material shall be approved by the CONTRACTOR, through the Material approval process (MAT/MAS).

The MAP applies to:

- Manufactured products,
- Raw materials,
- Materials produced on site.

Physical inspection of materials upon reception on site is important in order to confirm compliance with Project Specifications and regulations/standards. These inspections shall be documented on the MAP form or on dockets, drawings, etc.

The Material Inspection Request shall be submitted to the CONTRACTOR representative prior to utilizing the Material in the production.

5.6.2. Material Documentation Inspection

- Documentation to be provided with the Material which shall be identified in the corresponding Project Specifications conditions:
- Customer Details and Address
- Material Description
- Purchase order number
- Requirements for test certificates
- Delivery schedule
- Instructions for handling and storage
- Records of traceability
- References to specifications

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- This documentation shall be delivered prior to or upon delivery of the material to site and reviewed by the QA/QC Manager before material is used on site.

5.6.3. Material Inspection Process

- When the documentation is incomplete, the material will be placed in the "quarantine zone" and marked with a comment label stating the cause of the case.
- Once unloaded, the material will be immediately inspected before releasing for incorporation into the works. The inspection will check that:
- Compliance with specifications, as far as is practically possible.
- All elements must be specified, their number, type and quality correspond to the appropriate documentation.
- Specific test and inspection documents to be completed.
- No indication of damage.
- The result of the examination will be recorded in the material receipt form. In case of non-compliance of the material, it will be placed in the "quarantine area" with the Hold label (RED mark) and inform the Procurement Department accordingly.
- Materials, which after inspection are found to be damaged or non-conforming, but for which a concession application is processed, will remain in the "quarantine area" with an additional note on the booking label stating that an application for a concession has been submitted.
- After satisfactory inspection, the material will be accepted for use and not all accepted items will be accepted
- You have a comment sticker.
- The nonconformity material will be immediately reported to the Procurement Department. This material will be identified with a rejection sign.
- All test and measurement equipment used during tests and inspections will be certified and calibrated according to the relevant procedure.

5.6.4. Material Traceability

Company requires that materials must comply with the requirements of the Contract and be traceable to their point of origin. When required, materials, samples and test results will be identified by lot numbers and field locations to which they are related.

Company distinguishes between lot traceability, product mark traceability and product traceability as follows:

- Lot traceability – Means that the materials used in a given element of the project can be traced to the set of the mill certificates, delivery notes, compliance certificate, etc. e.g. aggregates, reinforcement bars, etc.

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- Product mark traceability – Means that the unique identifier number can be correlated for each piece mark, of which there can be many individual pieces.
- Product traceability – Means that the unique identifier can be correlated for each piece used which effectively may or may not require other kind of traceability.

5.6.5. Material Preservation

Company shall develop, document, implement and practice material preservation. This includes packaging, handling, shipping and storing materials to prevent their damage, theft, contamination or corrosion.

Material preservation practices are subject to inspections and internal audits by Company.

- All materials must be stored in accordance with the storage procedures recommended by the manufacturer so that there is no deterioration in their condition and they remain within the specifications.
- Materials that may deteriorate will be identified. It will be used in the delivery order and will be checked before use for suitability.
- Separate Method statement for material storage/ Preservation will be submitted for approval.

5.7 Control of Sub Company's

Control measures will be established to ensure the materials received on site comply with the CONTRACTOR specified requirements, standards, Company procedures and legislative requirements.

Materials to be controlled on site will be identified in the List of Materials subject to Inspection upon receipt. This includes those identified in Project Specifications, contract, CONTRACTOR requirements and that have legislative requirements to be controlled and/or tested.

Suppliers of contract services and products of significant value or scope will submit PQD for approving vendor in which stating quality measurement and plans describing how they will manage quality within the scope of their works. The plans will be submitted to the Senior Project Manager, QA/QC Manager and relevant Project Team Members for approval, prior to commencing on site. If approved, these Sub Company's will be held responsible to carry out their own processes of conforming ITPs. These Sub Company's will be managed by Company personnel at all times and will be subject to the same standards required by the CONTRACTOR requirements and Project Specifications.

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Subcompany's who do not have an appropriate quality management system will be requested to prepare documentation in line with the processes and documentation required by Company PQP.

All the subcompany's must have a Quality Department at site comprised by a Quality Manager (full-time member of the Site Management Team), Document Controller and Quality Inspectors covering all the works and shifts.

5.8 Handing over and Products Release

Handover should be planned well in advance, and any special requirements should be included in relevant appointment documents and Contract.

Handover may take place during a handover meeting following an inspection of the site. The handing-over meeting and inspection shall be carried out from Company side by the Construction Director and QA/QC Manager.

During handover the CONTRACTOR should be issued with:

- The Health and Safety Records.
- As Built Drawings.
- Quality Control Record.
- Tests Reports.
- All certificates and warranties in respect of the works.
- Copies of statutory approvals, waivers, consents, and conditions.
- Customer Satisfaction Survey.

All the documents shall be submitted through the Project Document Control System (Aconex). All the submitted documents shall be approved (Code A) by the CONTRACTOR.

Moreover, during the handing over the following points should be addressed:

- A defects reporting procedure should be agreed upon.
- Access arrangements should be arranged for the Company to rectify defects if any.

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- The Company's insurance cover ceases upon practical completion.

5.9 Costumer Compliance

Company will follow the project specification and procedure and guidelines throughout the construction and handing over phases.

6.0 QMS PERFORMANCE EVALUATION

6.1 Quality Management System

At all stages of the Project works, the Quality Lead will ensure that the site operations adhere strictly to the Quality Management System detailed within the PQP.

6.2 Quality Management System Authorities

All members of the Project team do not have the authority for the following:

To alter/amend the quality documentation without the consent of 's QA/QC representative.

To deviate from the agreed method statements without agreement from 's Engineering Department.

6.3 Quality Management System Audits

To ensure that the PQP is functioning effectively, all processes are audited in accordance with the Internal Audit procedure by QA/QC Manager and Project Management staff not directly responsible for the area under audit. The /CONTRACTOR Project team may participate in these audits or opt to carry out their own audits.

Audits will be carried out as per Schedule Q, Clause.....

- All audits shall be executed by competent Quality Management System auditors (qualified in accordance with Appendix A of this Schedule Q) not directly responsible for the area being audited, or by a approved third-party agency.
- The COMPANY shall submit to the Representative a copy of each audit report within (07) calendar days of its completion

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- The Representative or its nominee shall be invited to participate in all audits. Audit notifications and agenda shall be submitted to the Representative fourteen (14) working days in advance
- The Internal audit will be conducted at 15 % of the work done and the second Audit will be conducted at 60% progress stage in accordance with the latest version of ISO 9001.
- Attach figure (4) is proposed audit schedule.

Audits are carried out on a planned basis scheduled according to the status and importance of the process and the area to be audited, but may also be performed on the basis of reported deficiencies. Audit findings are documented and where necessary corrective and preventative actions identified. The audit reports will form the basis of the Project Management Team review of the quality system.

Follow-up audits are carried out to ensure that nominated actions have been implemented and that they have been effective in addressing the reported deficiency.

As outlined in the **principles of auditing (ISO 19011: 2018)** - Auditing is characterised by reliance on a number of principles. These make the audit an effective and reliable tool in support of management policies and controls, providing information on which an organisation can act to improve its performance.

It is a requirement of the piling senior management that audits must be conducted on a scheduled basis to determine whether the PQP conforms to the Project requirements. The audit schedule shall be reviewed and approved by the /CONTRACTOR Project team.

QUALITY MANAGEMENT SYSTEM AUDIT PROCEDURE	
<ul style="list-style-type: none"> • Audit Schedule 	Each operation audited, i.e., department will maintain a forward schedule of audits to be conducted and compiled previous Audit Reports. The Audit Schedule is to be communicated to all relevant personnel (including COMPANY) The Audit Schedule will address the departments to be audited.
<ul style="list-style-type: none"> • Audit Resources 	The QMS Internal Audits should not take more than one day to conduct and compile the report with Corrective Actions per area. No member of the Audit Team may audit their respective department area.

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<ul style="list-style-type: none"> Audit Methodology 	<p>The audit shall establish that the Quality Policy is being implemented in accordance with Company expectations.</p> <p>Ensure conformance to the provisions of the ISO 9001 Standards.</p> <p>Check for compliance with the Project Specifications, legislative requirements and local Standards and/or industry standards.</p> <p>Provide demonstration of compliance to the Quality Management System, Policies and Procedures Manual and Method Statements / Inspection and Test Plans / Project Plans.</p> <p>Audits will be conducted on an evidence-based approach and recorded on the relevant Quality Form.</p>
<ul style="list-style-type: none"> Audit Principles 	<p>The following principles relate to auditors and it is expected that all auditors will comply with these principles: Ethical Conduct, Fair Presentation, Due Professional Care and Independence.</p>
<ul style="list-style-type: none"> QMS Audit Process 	<p>The Audit Plan will be communicated to all relevant personnel.</p> <p>The QMS internal audit will be conducted on a formal basis including an Opening Meeting and a Closing Meeting with relevant staff.</p> <p>The Departmental Manager or most senior departmental person at the time of the audit will be the person this will apply to the most. The following techniques will be utilised to gather relevant information and verification:</p> <ul style="list-style-type: none"> Review of relevant documents Scheduled interviews with personnel, including management, supervisors, employees and Companys Observation through site Inspection Informal discussion with employees must also be undertaken.
<p>Audit close-out</p>	<p>Audits will be scored.</p> <p>The results from these Audits are to be reviewed by the Project Management Team.</p> <p>The outcomes from these audits are to be reviewed by the Project Management Team to establish the overall effectiveness of implementation of the quality management system.</p> <p>At the completion of the Audit Corrective Action Reports, will be raised for any non-compliance as determined by the Auditor.</p> <p>The CAR number should be recorded on the Audit Report.</p>

Figure 5 - COMPANY Audit procedure

6.4 Quality Management System Audit Assessment Scoring

Each QMS audit will be scored. At the completion of each audit the actual score will be tallied-up and compared against the maximum total (which excludes any “Not Applicable” from which a percentage score will be determined). The results will be reflected in the table outlined below:

PERFORMANCE ASSESSMENT SCORING	
GREEN	90% - 100%
AMBER	60% - 90%
RED	0% - 60%

Figure 2 - COMPANY Audit scoring system

GREEN	90% - 100%
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The piling should operate to a **“Green” Audit Rating level**, i.e. a score of 90% or more, as this is a direct reflection of the implementation standards of the Project Management Team. Upon achieving “Green” the focus herein is to consistently improve with higher scoring.

AMBER	60% - 90%
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When a “Green” result has not been achieved then the Project Management Team are to review the appropriate Corrective Action Plan at the time of the Audit to address issues raised. The Project Management Team will review the Action Plan within 30 days.

RED	0% - 60%
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If a department scores below **60% (Red) on two consecutive Audits** then the Project Management Team will determine what action is to be instigated to initiate improvement.

6.5 Management Review

In accordance with ISO 9001:2015, **Company** senior management shall review the project specific Quality System every six months to ensure that the system is suitable, adequate, and effective.

The quality management system following the philosophy of PLAN – DO – CHECK – ACT. To support the basic theme of the Quality Management System. Management Review Meetings are arranged at approximately six months’ intervals. These meetings ensure that the systems developed are effective and provide continuing suitability throughout the changing circumstances. These management reviews are additional to the findings of internal audits conducted to ensure continued adherence to the system.

6.6 Project Quality Flow Chart

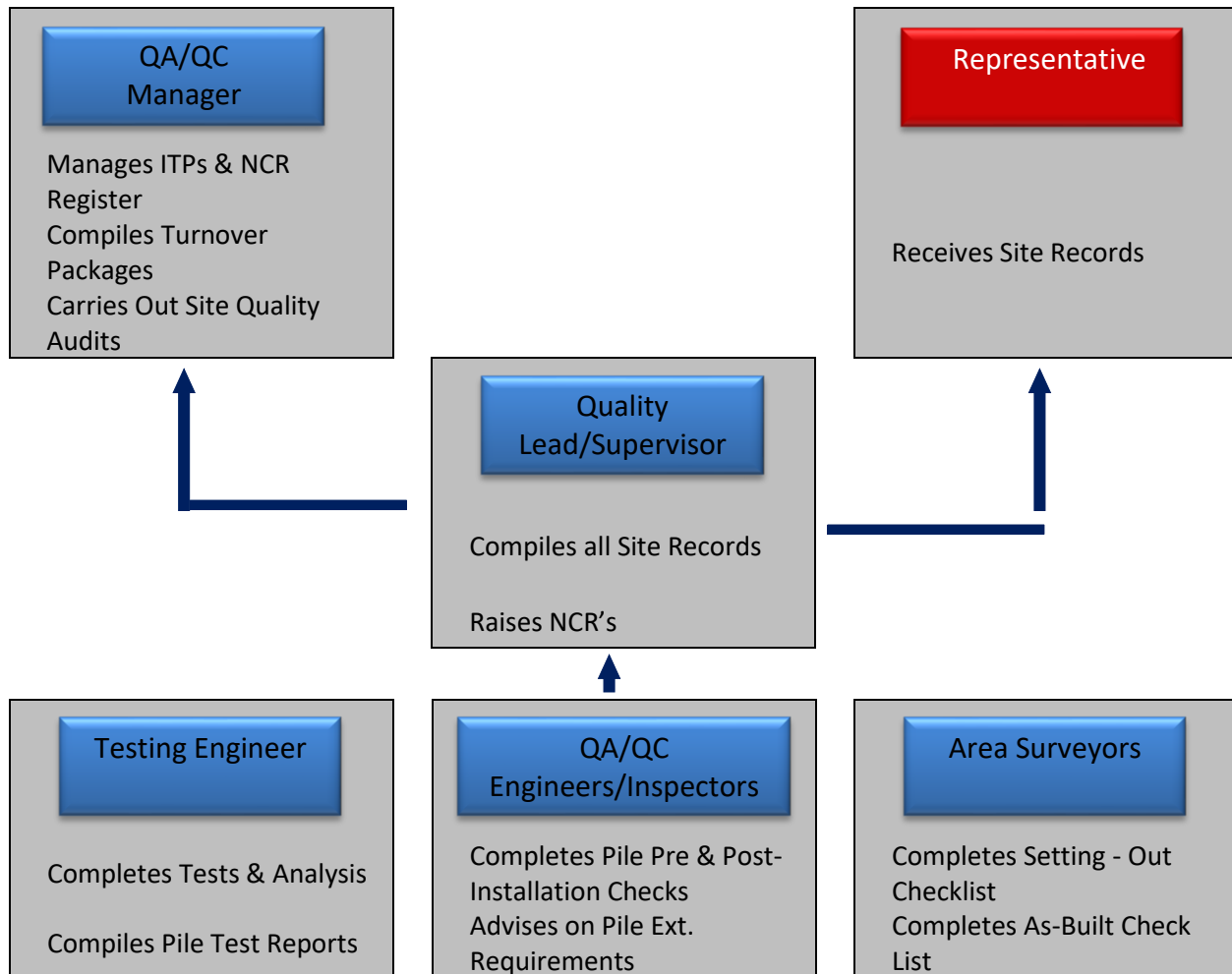


Figure 3 - COMPANY Project quality flow chart

7.0 PROJECT DOCUMENTATION AND DOCUMENT CONTROL

7.1 General

The piling team have procedures set in place to ensure that the Project documentation is kept up to date and all relevant people are aware of the Project requirements.

Distribution of documents on site to will follow the guidelines detailed within the Contractor requirement documents.

In general, the documents will be controlled following the project procedure by using ACONEX System. Project Document Numbering and Revision Procedure,

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DOCUMENT CONTROL PROCEDURE	
<ul style="list-style-type: none"> Generation of Control Documents. 	<p>Controlled documents generated by the QMS system shall be identified by the document number and title.</p> <p>To ensure that documents in use are current, all controlled documents shall have 'Revision' status and 'Revision Date' on the document.</p>
<ul style="list-style-type: none"> Documents Received. 	<p>Documents received or generated externally shall be identified by their title and description and the issue or Revision status.</p> <p>Documents that are contract specific shall have the identification recorded on receipt as part of the contract documentation.</p>
<ul style="list-style-type: none"> Distribution of Documents. 	<p>The QA/QC Manager is responsible for the distribution of or making personnel aware of, access to quality documentation and will maintain a Register of any controlled distributed copies Document Control Register (Out Going))</p> <p>Where copies of uncontrolled documents are issued these shall be stamped "uncontrolled copy" on each page.</p>
<ul style="list-style-type: none"> Obsolete Documents. 	<p>All 'Obsolete' documents / Forms are to be withdrawn; employees are notified via email / memo of a change to the copies on the Intranet.</p> <p>Obsolete / superseded documents / Forms are to be stamped "superseded".</p>
<ul style="list-style-type: none"> Control of Documents within the QMS. 	<p>All documents / forms / records are required to be approved by the nominated 'Approval Authority', as identified in the 'Approved By' column, for adequacy prior to issue.</p> <p>All documents / forms have a Revision Number with Revision 0 being the level for the initial release of a document.</p> <p>All documents / forms are reviewed as circumstances dictate due to changes / non-conformances identified. The final approval is outlined in the 'Approved By' column in each Register.</p> <p>No changes can be made to documentation / forms / records without the approval of the designated 'Approval Authority' which is identified in the 'Approved By' column in each Register.</p> <p>It is the responsibility of the 'Approval Authority' to verify all documents for accuracy, legibility and assign a unique identifier.</p> <p>It is the responsibility of the 'Approval Authority' to effectively communicate any changes to their respective documents / forms / records.</p> <p>It is the responsibility of the users / nominated controller of the documentation / forms / records to ensure that changes are communicated to appropriate personnel and that all superseded documentation / forms are withdrawn from the system.</p> <p>It is the responsibility of the 'Approval Authority' to ensure that a historical record of changes is maintained.</p> <p>Any required changes to documentation / forms must be submitted to the 'Approval Authority' in writing and cannot be utilised until approved.</p>

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<ul style="list-style-type: none"> • Identification of Records. 	<p>All records are to be appropriately identified by a descriptive title clearly labelling the record.</p> <p>All records are to be clear, understandable, and written in English.</p> <p>All Project Files are to have the Job Number recorded on the file.</p> <p>All records are to be assigned a unique name or number or date to distinguish them from other records.</p>
<ul style="list-style-type: none"> • Storage of Records. 	<p>During the storage period all records and files are to be protected from damage, loss, and deterioration from environmental and other factors with appropriate protection, markings, and storage locations.</p> <p>Records or files requiring to be archived shall be stored in a box with an archive record outlining a box number, contents, and destruction dates.</p> <p>During construction operations all records maintained during project operations are to be suitably protected from the construction environment in appropriate files, covers or folders and appropriately stored in the site office.</p> <p>All records and files that are not in use during construction operations are to be suitably protected in files, folders filing cabinets. Where appropriate records are to be stored off site for further protection against fire and deterioration.</p> <p>All electronic files are to be suitably backed up every day.</p> <p>All records and files are to be stored and clearly identified to ensure that they can be readily retrieved.</p> <p>Electronic records are to be appropriately identified in files and folders to ensure that they can be readily accessed and retrieved.</p> <p>All project files are retained in the Divisional Office for a period of 1 year and are then placed in storage to prevent deterioration and damage for a period of 5 years. All boxes with archived records are to be suitably marked to ensure they can be readily retrieved and where appropriate an index of archived records may be maintained.</p>
<ul style="list-style-type: none"> • Control Sheet & Change History. 	<p>The Control Sheet at the front of the PQP indicates the Revision status of the document.</p> <p>The change history is detailed on the front sheet.</p>
<ul style="list-style-type: none"> • Project Files. 	<p>Project files are to be maintained and are filed.</p>
<ul style="list-style-type: none"> • Documentation 	<p>All documentation shall be legible and identifiable to the product / service, process and project concerned as appropriate are outlined.</p> <p>To be stored and maintained and readily retrievable.</p> <p>Stored to prevent deterioration or damage or loss.</p> <p>Quality records shall be made available to the customer or the customer's representative.</p>

Figure 4 - COMPANY Project document control process

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7.2 Quality System Documentation

The documentation for the Project Quality System consists of a set of hierarchical documents. In addition, a number of these documents are deemed 'controlled documents'.

Documents of an external origin are to retain their document number and revision level. If the document does not have a document number and revision level then the internal system is to be applied. All external documents are to be date stamped upon receipt. Any superseded drawings/specifications are to be marked with 'Superseded' and stored in the Project File.

7.3 Control of Documented Information

- During the progress of the project, documented information will be created, collated, indexed and filed. This documented information will consist of both projects documented information to be retained for contractual or regulatory reasons and also documented information that will form a part of the project hand over and certification documented information.
- Such documented information will include amongst other things, design review documented information, inspection and test documented information, process measurements, certificates of conformity, traceability Documented information, work orders, drawings, audit reports, NCRs, lessons learned and minutes of meetings.
- Any hard copy QC documented information generated on the project will be retained as hard copy form by Share folder.
- This documented information will also be electronically stored and backed up in accordance with Documented information Control Plan.
- The Quality Head is responsible for verifying necessary quality system documented information to complete the hand over data package.
- The documented information indexing system, format, number of copies of the handover package will be detailed in a handover procedure which will be reviewed by relevant project management personnel and accepted by the Quality Head at an early stage in the project.

7.4 Document Hierarchy



The COMPANY document hierarchy has been developed to simplify the flow and communication of information critical to the safe delivery of the piling works.

This enables clear and concise briefings to be made to individual site crews avoiding the risk of information over-load.

Regular engagement of personnel directly and indirectly involved in the operations will ensure that all those activities and risks associated with the piling works are considered.

Figure 5 - Document Hierarchy

Project Policies

The Project policies set the principles that will be adopted by the COMPANY organization to achieve the long term vision for the Project and exert influence on all the major decisions to be made within the organization keeping all activities within a set of established boundaries.

Major decisions relating to specific outcomes shall follow the order of precedence as detailed below:



Figure 6 - Decision making process / Order of precedence

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Management Plans

The management plans are formal functional documents that define how the project is executed, monitored, and controlled. The plans focus on the critical elements of the piling scope and are used to define the approach that the project Team will take to deliver the intended project management scope of the project.

When compared to the project vision, which is a high-level strategy for the program, the management plans break down the high-level perspective into the practical day-to-day operations of the project, addressing everything that must be accomplished in order to achieve your project objectives.

Method Statements

For each substantial activity, a Method Statement will be compiled to assist in identifying the work steps involved in the process and hence identify hazards which will then be transferred into the process risk assessment. Method Statements are 'live' documents undergoing changes throughout the Project. Through the site consultation process amendments are made to reflect the feedback received from the workforce.

Care is taken to ensure that the relevant site personnel have been briefed on the latest revisions of the Method Statements.

Method statements contain the following detail:

1. Scope
2. Purpose
3. References
4. Definitions
5. Resources, Roles and Responsibilities
6. Equipment and materials
7. Method and sequence of work
8. Health, safety and Environmental requirements
9. Risk assessment
10. Quality requirements (Reference ITP, Checklist, Drawing)
11. Quality inspection roles with in the construction process
12. Accepted material transmittal

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13. Appendices

Method Statements will be produced for at least the following activities:

- Method Statement for Survey Works and Bench mark Network
- Method Statement for Piles Installation Works (Drilling, Steel installation, grouting, etc..)
- Method Statement for Rock bolts Installation Works (Drilling, Steel installation, grouting, etc..)
- Method Statement for Piles Preliminary Testing (Compression, Tension and Lateral)
- Method Statement for Rock bolts Preliminary Testing
- Method Statement for Shotcrete
- Method Statements for Civil Works

Method Statement for Dynamic Load Tests on Piles To better communicate the tasks and risks associated with each work process, the COMPANY will break down its major work processes into single method statements rather than combine all processes into a single document.

7.5 Reporting of Site Activities

The following reports shall be submitted to to report and record the site activities and progress:

Daily Reports

All activities carried out on site and the related resources on site (Manpower and Equipment) will be reported on a daily basis in the form of a daily report and shall be submitted to the Delivery Partners next day not later than 10:00AM. A standard format (as provided by) of the daily report will be followed.

Weekly Reports

The report including the record of all activities related to the production, safety, quality and testing shall be compiled in the form of a weekly report at the end of the week and submitted to the Engineer.

weekly report form and requirements will be followed.

Monthly Reports

A report including the record of all activities related to the production, safety, quality and testing shall be compiled in the form of a monthly report at the end of the month and submitted to the Engineer.

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monthly report form and requirement will be followed

Final Report

A report including the record of all activities related to the production and the Quality Control testing shall be compiled in the form of a final report at the end of the Works and submitted to the Engineer. The final report shall demonstrate that the Quality Control targets have been reached.

8.0 INSPECTION AND TESTING

8.1 General

All inspection and testing shall be carried out by approved third party as per Schedule Q 7.4, in accordance with the Project Quality System documentation and the CONTRACTOR Requirements. Records will be maintained to complete the evidence of conformance of product to the specified requirements.

The ITPs details each activity area pertaining to the permanent works. Inspection and Test Plans shall be submitted to the Project team for review and approval. The inspection and test plans shall be subject to regular review and amended/updated accordingly.

8.2 Inspection, Measurement and Test Equipment

All inspection, measuring and test equipment shall be calibrated and third-party person who perform tests should be approved as per Schedule Q 7.4, maintained to demonstrate the conformance of a product to the specified requirements. Calibration records shall be maintained and presented for inspection.

Where inspection, measuring and test equipment is provided by a SubCompany this equipment shall be subject to the same requirements.

All inspection, measuring and test equipment shall be recorded on the Equipment Calibration Register. This register shall detail the specific equipment, serial number, current and next calibration date. The inspection and test status of products shall be identified by using markings, tags, labels etc. to indicate the conformance of the product. Products not conforming shall be removed from service immediately and marked out of service.

The calibration shall be performed at established periods as specified in the most stringent of standards, other applicable standards, or manufacturer recommendations; if no standards apply, the calibration cycle shall not

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exceed (6) months. Company shall provide backup equipment when the primary equipment is being calibrated or tested.

Company shall maintain a log of all approved and rejected testing, measuring and inspection equipment calibration status and expiry date.as per Schedule

8.3 Inspection Planning

Inspection and Test Plans is the quality plan for each construction work phase discipline showing in detail the methods and timing for examinations, measurement or tests to assure compliance with contract job requirements.

The ITPs shall ensure that the inspection and testing activities take place under controlled conditions and that both construction and quality personnel are aware of the inspection and test requirements.

The ITP shall list in sequence all inspections and tests associated with an activity. Against each inspection and test requirement.

The reference document controlling the activity.

The acceptance/rejection criteria for the activity being inspected or tested. The responsibility of Company and other parties towards the activity inspection.

8.4 Work Inspection Report / Material Inspection Request

- Inspections and tests required to verify the work shall be performed in accordance with the approved ITP.
- Requests for Inspection shall be raised by the concerned Site Engineer (internal request), whenever an inspection or test is required.
- Any inspection or test required by applicable law, rules, and regulation of KSA that need to be witnessed by the Representative, the Company shall notify the Representative to attend (2) weeks prior to start of the inspection or testing. If any part of the work or facilities is closed or covered before the required inspection or witness has been performed or without agreement by the Representative. If required by the Representative, it must be opened or uncovered for inspection and re closed or recovered at Company's expense. (- NEN-SCH-002-4.00).

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- Prior to submitting Work Inspection Request, Company Quality department, shall perform preliminary inspection, upon internal satisfaction, official WIR shall be submitted for Client/ PMC inspections.
- Any inspection, re inspection, test or retest directed or performed by the Representative, or by another party at the direction of the Representative, reveals any defect in Company's supplied materials or work done, the Company shall bear the cost of such materials, inspection and testing, shall promptly correct such defect at its own expense, the Representative shall have the right to reject defective material and workmanship.
- Rejected materials shall be promptly segregated and removed from the Project Area and replaced with materials of specified quality by the Company. In the event of non-attendance by the non-Representative, this does not absolve the Company from responsibility for ensuring the inspection and/ or test is to contract and schedule compliance.
- Engineer regarding to the involvement in the inspection according to the approved ITP. Additionally, surveillance of the work shall be undertaken by the Quality department and construction personnel on an ongoing basis.
- Prior to performing an inspection or test, the Quality Department shall ensure that all previous inspections and tests relating to the activity have been completed satisfactorily and their results documented.
- The Quality Department shall maintain all inspection and test records generated upon the project.
- The quality records shall be verified by the Quality Department on an ongoing basis and shall be filed, to allow ready retrieval.
- The records shall be progressively compiled into dossiers representing specific packages of work. The Company has primary responsibility for performing verification activities for their scope of work.
- Inspection and Test Plans are assigned Hold Points, Witness Points and the method of Verification by the Company, Client/Bechtel, and Other Project Stakeholders. Hold and Witness points are normally assigned when:
 - Verification cannot be performed due to subsequent work processes.
 - The activity must be verified immediately due to its complexity and importance.

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- When a Hold Point is identified on the Inspection and Test Plan, the Company cannot proceed with the relevant activity until the activity has been observed.
- A minimum of 24-hour notification is required in advance of reaching the Hold Point.
- When a Witness Point is identified, the Contactor may proceed with the relevant activity if the organization is not present at the appropriate time and place based on previous notification provided by the Company.
- A minimum of 24-hour notification is required in advance of reaching the Witness Point.
- Only if the organization responsible for the inspection fails to respond to the Witness point, or has previously waived the witness point in writing, the Company may proceed.

8.5 Hold Point and Witness Point

Inspection and Test Plan for all the activities shall be submitted for approval prior to start the activities and inspection. Hold points and Witnessed points shall be agreed in the approved ITP.

Hold (H)	Hold Points are designated as “H” plus the verification method.
Witness (W)	Witness Points are designated as “W” plus the verification method.
VERIFICATION METHODS	
Review (R)	Review is designated as “R”. Review is the act of verifying that documentation is in compliance with project requirements.
Inspect (I)	Inspect is designated as “I”. Inspection is the act of verifying (such as, examining, measuring, observing, reviewing, recording, etc.) that activities are in conformance with project requirements.
Test (T)	Test is designated as “T”. Testing is the act of verifying (such as, Compaction, NDE, Hydrostatic, etc.), to pre-defined Values that activities are in compliance with project requirements.

8.6 Snagging and De-Snagging

Construction is a complex process that involves multiple steps, different technologies, and diverse skill sets. In such a scenario, there are likely to be some minor errors that can go unobserved. To identify and rectify these, snagging inspections are required before the actual handover to the customers. During snagging the completed work is checked for any minor/major defect, fixing those, and ensuring that the finishing is perfect. Snags issued by

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representative shall be closed by submitting WIR for rectified works. All snags shall be completed/ closed prior to handing over the project.

9.0 CUSTOMER SATISFACTION

At least once every six months the management shall conduct a customer satisfaction survey in order to obtain input feedback from the customer regarding to check the level of meeting the customer requirement. The Company shall monthly evaluate the issued NCR, CAR, submittal & inspection log entries, identifying the RFT “Right First Time” inspection/Submittals, to determine the degree of ’s Satisfaction.

10.0 CUSTOMER PROPERTY

The company shall exercise care with client property while it is under its control or being used by the company. The company shall identify, verify, protect, and safeguard client property provided for use or incorporation into the product. If any client property is lost, damaged, or otherwise found to be unsuitable for use, the company shall report this to in 24 hours from first being identified.

11.0 COMMUNICATION WITH INTERESTED PARTIES

The Company shall establish proper procedure of communication with all the interested parties i.e. internal and external as per ISO 10005 2018. The Company shall identify internal & External interested parties, the level of engagement, the time and method of communication with each of them.

12.0 IMPROVEMENT

Company believes in developing opportunities for improvement and will ensure that it is effectively implemented in the project.

The improvement process shall include:

- Improving products and services to meet the CONTRACTOR requirements as well as to address future needs and expectations.
- Correcting, preventing or reducing undesired effects.
- Improving the performance and effectiveness of the Quality Management System.

12.1 Non-Conformance

When a non-conformance has been identified it is required that a Non-Conformance Report (NCR) is completed. The report is completed as detailed below:

CONTROL OF NON-CONFORMING PRODUCT	
Project Name	This section requires the name of the Project (- The Line).
NCR Number	<p>This is a number assigned by the QA/QC Manager and is to be requested by the person completing the NCR.</p> <p>The NCR are numbered KN-NCR-XXX</p> <p>NCR shall also be input into the 's Project team's system and given a unique NCR Number.</p> <p>NCR Register shall be maintained by the QA/QC Manager. This shall contain both COMPANY and references.</p>
Non-Conformance Description	A brief outline of the identified non-conformance and the impact that the non-conformance has.
Remedial Action (Short Term)	This section is to outline the actions that are required to be taken to address the non-conformance. This section is then signed by the person responsible for implementing the actions once approval has been obtained from COMPANY.
Corrective Action and RCA (Long Term)	This section is to be completed by the area that identified the non-conformance and is to outline the actions to be taken to ensure that there is not a re-occurrence of the non-conformance.
NCR Close Out	<p>This section is to be completed by the QA/QC Manager once it has been determined that the corrective / preventative actions have been implemented and verified as effective (Note: this may take a period of say 1 month after corrective / preventative action implementation).</p> <p>non-conformance close out is required through 's database.</p> <p>The NCR is then removed from the NCR Pending file and moved to the NCR Completed file.</p> <p>NCR register shall be updated to reflect and COMPANY close out.</p>

Figure 7 - Control of NCR

The COMPANY, sub Company's, manufacturers and/or vendors shall document all non-conformities to contract requirements, approved COMPANY PQP, ITPs, and procedures.

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The COMPANY shall forward to the Representative records of all recorded non-conformities within (48) hours of issue.

For Company's Internal NCRs, The COMPANY shall investigate the root cause of non-conformities and initiate corrective action plan to prevent the recurrence of nonconformities not later than (5) days from the issue date and NCRs need to be finally closed by Company within agreed closure date.

For & Representative NCRs, The COMPANY shall respond to all non-conformities (NCRs, CANs, Discrepancy Reports, Logbook entries, etc.) issued by the Representative in writing within (48) hours of receiving notification of non-conformance, including its proposed corrective actions.

Updated log for Internal & External NCRs should be maintained by Company's QA/QC Manager.

12.1.1. Repeat non-conformities

When there is repeat of non-conformities we should go for farther investigation like PDCA as per Schedule Q Sec.10

Plan: Recognize an opportunity and plan a change.

Do: Test the change. Carry out a small-scale study.

Check: Review the test, analyze the results, and identify what you've learned.

Act: Take action based on what you learned. If the change did not work, go through the cycle again with a different plan. If you were successful, incorporate what you learned from the test into wider changes. Use what you learned to plan new improvements.

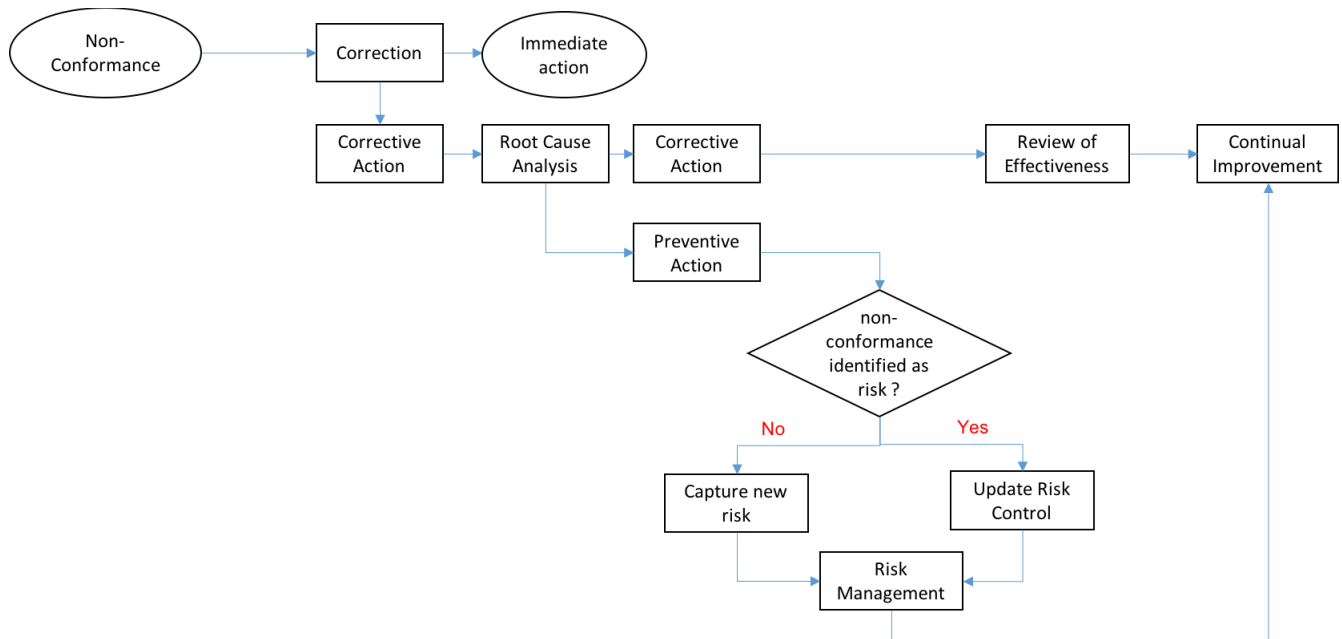


Figure 8 – NCR flow chart

12.2 Disposition Determinations

Non-conforming product dispositions are:

Use As Is/Concession

Down-Rate

Repair/Rework

Other

Use As Is/Concession

If it is deemed that the non-conforming characteristic will have a minor or little impact on the quality of the end product / service and that the items can still be used then a Concession request is raised to the COMPANY as follows:

The NCR will be used as the Concession document and the appropriate box ticked.

The 'Remedial Action (Short Term)' section must be completed by the QA/QC Manager.

The product is appropriately identified and a copy of the Non-Conformance Report is sent to the Project team to explain the non-conformance.

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Where appropriate, a re-design is undertaken to ascertain the actual capacity of the product. A proposal to reinstate the required capacity is forwarded to the Project team.

Down-Rate

If it is deemed that the non-conforming characteristic will impact on the quality of the product / service and that the product cannot be used in its entirety then a 'Down-Rate' disposition is determined and the following process is implemented:

The product is appropriately identified and a copy of the Non-Conformance Report is sent to COMPANY to explain the non-conformance.

A re-design is undertaken to ascertain the actual capacity of the product. A proposal to reinstate the required capacity is forwarded to COMPANY.

Repair/Rework

If it is deemed that the non-conforming characteristic will impact on the quality of the product / service and it could be reworked to ensure it complies with the specification then a 'Rework' disposition is determined and the following process is implemented:

The QA/QC Manager will ensure that appropriate repair / rework instructions and inspections / testing is developed.

A copy of the Non-Conformance Report must stay with the QA/QC Manager until all rework has been completed and the goods are re-submitted for inspection.

Once the reworked product has passed inspection this is recorded on the Non-Conformance Report and the product is allowed to be used as intended.

Other

In the event that the disposition is not captured in any of the above then the 'other' box is marked & the details of the remedial action described.

It is the responsibility for the QA/QC Manager to maintain a Non-Conformance Report Register which may be maintained in hard copy or electronic format and is to contain the following information as a minimum:

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A brief description of why the Non-Conformance Report was raised and who raised the NCR.

Verification that it was duly authorized.

Brief statement of Remedial Action implemented.

Status (P = Pending; C = Completed).

Type of Corrective / Preventative Actions implemented.

Date Corrective / Preventative Action implemented.

Date Corrective / Preventative Action was verified as effective.

Date NCR Closed Out.

It is the responsibility of the Quality Lead to provide a weekly report on non-conformance reports. It is then the responsibility of each of the Senior Project Managers to ensure that non-conformance reports that are within their responsibility are effectively addressed in a timely manner.

The status of non-conformance reports shall be discussed at the weekly internal and CONTRACTOR progress meetings.

12.3 Continual Improvements

Company carries out continual improvement of Quality Management System by:

- Implementation of the results of management reviews
- Analysis of causes/roots of non-conformities
- Corrective and preventive actions
- Random surveys

Company shall perform analysis for non-conformities root causes, corrective actions effectiveness, and evaluate the need for preventive actions when a risk situation is detected, or to avoid the occurrence of mistakes from Lessons Learned of previous projects, in order to get a Continuous Improvement throughout the project.

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