



QMS 001

Quality Policy

April 2018

1. Quality policy statement

Allard Construction is a construction and roofing contractor operating throughout the United Kingdom. We are committed to providing the highest quality products, services and relationships to our clients.

We aim to deliver on our commitments correctly the first time, every time. Delivering quality is a core principle of our company and is fully embedded in our purpose and values.

Our works are trusted and chosen by a number of high profile clients and principle contractors across the UK to fulfil their construction and roofing needs. This trust is based upon our quality image and our reputation for consistently delivering high-quality. Each of our products installed, every service we provide and every relationship we form has helped to shape this trust. We value this trust and our clients are assured that the Allard Construction brand is a promise that we are safe, comply with all relevant laws and regulations and that we constantly meet high standards of quality.

We ensure that adequate resources, commitment and participation is assigned to the continuation and development of an effective quality management system (QMS) in line with the requirements of BS EN ISO 9001:2015; which provides a framework to help us:

- add value to our supply chain through the provision of high quality products or services;
- understand the needs and expectations of our relevant interested parties;
- satisfy the applicable requirements of those relevant interested parties; whether legal, contractual or implied;
- maintain strong collaborative business relationships within our supply chain;
- ensure that our works are appropriately planned and executed to minimise non-conformance and rework;
- conduct due diligence checks on our supply chain to ensure that the highest levels of quality are upheld through any externally provided processes, products or services;
- maintain the required documented information relevant to our works;
- provide our workforce with the training, support and development opportunities to continually improve the ways in which we work, and;
- continually improve the QMS.

This policy shall be communicated to all of our employees and everyone else working on our behalf. It is the responsibility of each and every person to fully comply with the requirements outlined within this policy; in particular, by co-operating and carrying out their work to the highest possible standards.

To continually improve our QMS, we aim to review this policy and its contents as often as required for it to be effectively implemented. In addition, regular management reviews, attended by members of top management, shall take place at intervals of no greater than twelve months.

This policy is accessible to all relevant interested parties through the Allard Construction website, server, noticeboards, reception areas and is available upon request.



Jerry Sullivan
Managing Director

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3. Introduction

At its core, quality is first and foremost about trust in our products, services and our brand. But quality is also more than this. It is about delivering what we promise in everything we do. Each and every one of us has the power to influence quality and trust through our leadership, dedication, passion and performing our roles to the best of our abilities.

Construction requires conformance to strict standards and specifications. Failure to meet the required standards leads to rework, increases cost, decreases profit margins, damages reputation and reduces the likelihood of winning repeat business.

Allard Construction therefore recognises the importance of completing all of our works correctly, first time, every time. In order to facilitate this, we work to our four C's of quality:

- **commitment**
we only work with, or employ those who are committed to working to the highest standards
- **compliance**
we conform to all legislative, regulatory, contractual and other requirements
- **consistency**
we apply quality controls across all of our projects, regardless of size, scope or value
- **continual improvement**
we thoroughly inspect, test, review and learn from each of our projects to improve the next

To fully embed our principles of quality management and coordinate effective quality control measures, Allard Construction has developed a QMS in line with the requirements of BS EN ISO 9001:2015.

This policy should be read in combination with our health & safety and environmental policies to fully understand our approach to responsible business.

This policy document shall be made available to all employees and any other interested parties. Those with appointed responsibilities for the environmental management system shall ensure that a copy is displayed in a prominent position at all temporary and permanent locations under our control.

4. Scope

This policy, in its entirety, applies to all employees, operatives, sub-contracted labour, buildings, vehicles, sites under our control, plant, materials or equipment, and all products and services.

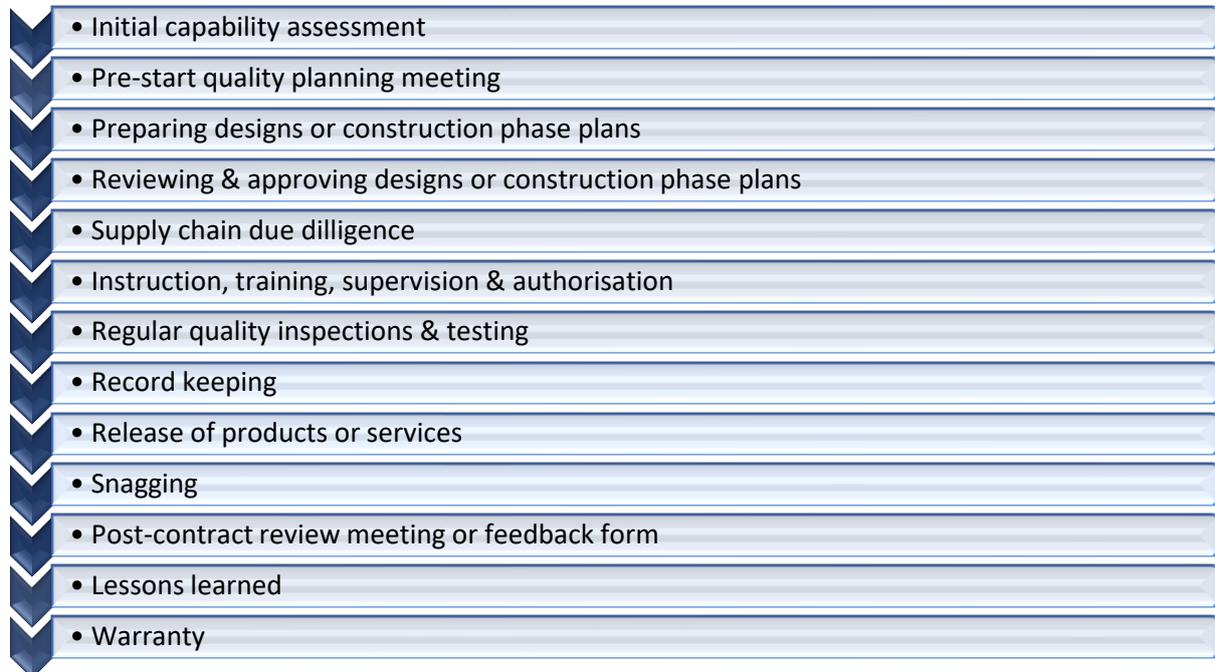
5. Quality objectives

Our broad commitment is to never compromise on the safety, compliance and quality of our products and services. To achieve this, we aim to meet the following objectives:

- Identifying and satisfying the requirements of all relevant interested parties.
- Ensuring that our employees, operatives or agency workers are deemed competent through education, training and experience to carry out their works to the highest quality standards.
- Carrying out detailed supply chain due diligence.
- Regularly inspecting and testing the quality of our works.
- Maintaining thorough, auditable documented information.
- Monitoring the performance of our QMS through audit, inspection and testing.
- Assessing customer feedback and continually improving the QMS through post-contract review and lessons learned.

6. Construction phase quality management process

The following process outlines how Allard Construction effectively controls quality during the construction phase of our projects:



6.1. Initial capability assessment

Allard Construction shall only agree to complete works which we can deliver to the best of our ability. We therefore must have the necessary resources, financial capital, insurances, time and competence to carry out these works.

An initial capability assessment shall be carried out to ensure that our capabilities meet the requirements of the work. Where we cannot deliver to a high standard, we shall not take on a project. Our clients can therefore be assured that we are fully capable of delivering on the projects we take on

6.2. Pre-start quality planning meeting

Before any works commence, a quality planning meeting shall be held. The formality of these meetings shall reflect the scale and complexity of the works being carried out, but as a minimum should include:

- gaining an understanding of the required outcome of the project and the programme of works;
- gathering any existing pre-construction information, refurbishment / demolition surveys etc;
- determining standards or specifications to be adhered to, and;
- agreeing the frequency or schedule of quality inspections or tests.

As a minimum these should be attended by a client / principle contractor and Contracts Manager.

6.3. Preparing designs or construction phase plans

Designs or construction phase plans (or similar) shall be prepared (where it is our duty to do so) to accurately specify what is to be delivered and the quality control measures to be adhered to, including:

- measurements, specifications, standards or drawings to be followed;
- personnel to be used, including records of education, training or experience (as necessary);
- materials to be used, including manufacturers and technical / safety data sheets or certificates of conformance (e.g. FSC) etc., and;
- all plant and equipment used, including records or certificates of inspection (e.g. LOLER) etc.

6.4. Reviewing & approving designs or construction phase plans

No works shall commence until the Design Managers, Contracts Managers, and client / principle contractor (in consultation with the Directors or Health & Safety Manager where necessary) have reviewed and approved all designs and construction phase plans.

If necessary, these shall be amended in consultation with all relevant interested parties.

6.5. Supply chain due diligence

All reasonable steps shall be taken to ensure that our supply chain subscribes to the same strict standards. In the interests of quality, the performance, enforcement or regulatory action, policies, accreditations, insurances, finances, credit etc. of our suppliers or supplied labour shall be thoroughly checked before any orders for materials, plant, equipment or labour are raised.

Preference shall always be given to those pre-approved suppliers with a proven reputation for delivering high quality products or services and are known to implement a positive health and safety culture.

6.6. Instruction, training, supervision & authorisation

No works shall commence until:

- operatives have completed a site-specific safety induction;
- operatives have also completed an Allard Construction sub-contractor induction;
- all competencies have been checked and deemed valid;
- all designs or construction phase plans (or similar) have been communicated and understood;
- all permits to work are signed off, and;
- daily pre-start / safe-start briefings have taken place.

6.7. Regular quality inspections and testing

Throughout the works regular inspections and testing shall take place. Formal reports detailing the results, comments, defects or actions shall be distributed to relevant interested parties.

The frequency of inspections shall reflect the scope and complexity of the works being carried out as well as any client / principle contractor requirements.

6.8. Record Keeping

It is of critical importance that we keep thorough records of our work. These records contribute towards the effective operation or maintenance of our completed product and can reduce related health or safety risks, be used as evidence in court and potentially prevent litigation.

Throughout the construction phase of any project the project team shall record:

- all materials used, including their manufacturers and technical / safety data sheets or certificates of conformance (e.g. FSC);
- all plant and equipment used, including records or certificates of inspection;
- all personnel used, including evidence of competence, and;
- processes used.

6.9. Release of products or services

Quality inspection and testing shall be carried out at appropriate stages throughout the works to verify that product or service requirements have been met. The release of products or services shall not proceed until the planned quality control measures have been carried out and a final inspection has been countersigned by the client / principle contractor to confirm acceptance.

6.10. Snagging

Where this has been previously agreed, Allard Construction shall complete all defect rectification or snagging works in a timely manner.

6.11. Post-contract review meeting or feedback form

Obtaining client or customer feedback is a vital part of our internal review of project delivery performance. In the interest of continual development of our QMS and relationship management, where possible, a post-contract review meeting shall be held between representatives from Allard Construction and the client / principle contractor. If this is not possible Allard Construction shall request that the client / principle contractor complete a post-contract feedback form.

Amongst other things, this will address any quality issues faced throughout the works.

6.12. Lessons learned

Following project completion, the relevant Contracts Manager shall review the results of all quality inspections or tests along with the post-contract feedback in order to compile lessons learned from the project. This shall then be communicated internally.

7. Roles and responsibilities

Allard Construction views that quality control is a shared responsibility of all our people, however specific responsibilities for the effective management of the QMS are categorised according to the following roles:

- Managing Director
- Director(s)
- Estimators
- Design Managers
- Operations Managers
- Health & Safety Manager
- Contracts and Office Manager(s)
- Site Supervisor(s)
- Operatives and employees

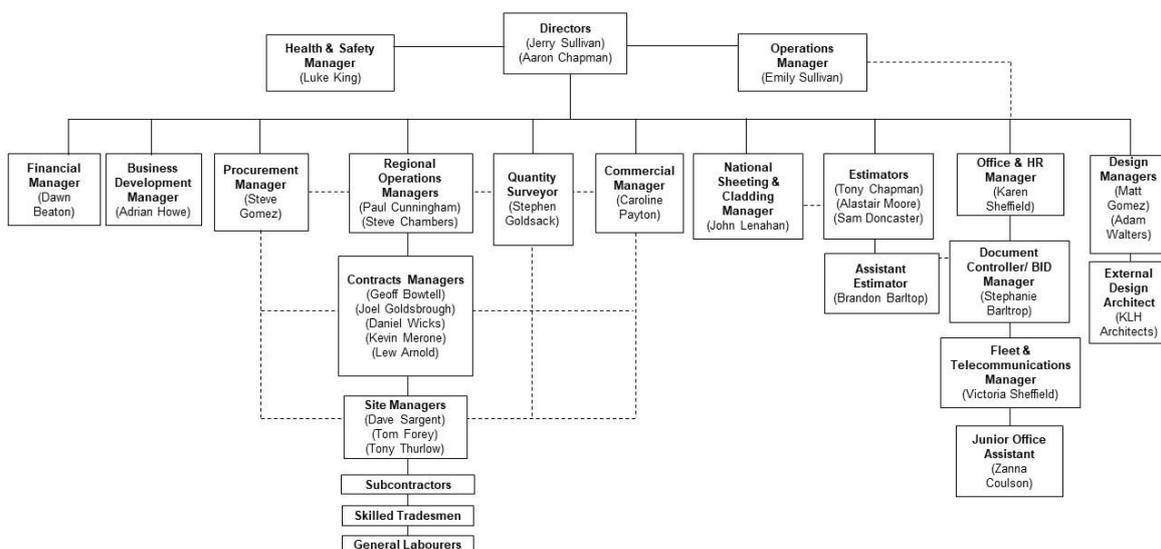


Figure 1: Allard Construction Organisational Structure

7.1. Managing Director

The Managing Director holds a 'Top Management' position in line with the definitions provided by BS EN ISO 9001:2015 and has overall responsibility for operations. The Managing Director is ultimately responsible for quality issues and ensures that the company objectives and systems are developed, implemented and managed in line with the strategic direction of the organisation.

The Managing Director has overall responsibility for the QMS, and in particular:

- approving the quality policy and objectives;
- ensuring that the correct organisational structure and resources are in place to support these objectives;
- promoting the policy and objectives to employees to increase awareness, motivation and involvement;
- periodically reviewing the QMS, and;
- appointing a management representative to monitor and report on the development, performance and improvement of the QMS.

7.2. Director(s)

Other Directors also hold a 'Top Management' position in line with the definitions provided by BS EN ISO 9001:2015 and provide executive direction for daily operations. Regarding the QMS, company directors are responsible for:

- facilitating engagement between the Managing Director and the QMS;
- ensuring that the correct organisational structure and resources are in place to support these objectives;
- providing quality leadership and actively participating in the maintenance of the QMS, and;
- directing management under their control to implement the quality policy.

7.3. Estimators

Estimators are responsible for:

- carrying out an initial capability assessment, in consultation with the Director(s) and Operations Managers to determine whether the resources, financial capital, insurances, time and competence to carry out these works are sufficient.

7.4. Design Managers

Design managers are responsible for:

- preparing designs which conform to all relevant measurements, specifications, standards, drawings or pre-construction information, and;
- reviewing and approving designs, especially those prepared through sub-contractors.

7.5. Operations Managers

The Operations Managers are responsible for:

- reviewing and approving changes to the QMS which affect daily operations;
- facilitating engagement between the Director(s) and the QMS;
- agreeing a schedule of quality inspections or tests relevant to the works being carried out;
- arranging quality inspections and testing of works at regular intervals;
- carrying out quality inspections or tests where competent to do so, and;
- ensuring that those working under their control are aware of the quality policy and any specific duties they may hold.

7.6. *Health & Safety Manager*

The Health & Safety Manager is responsible for:

- providing advice and support to the business on the use of the QMS;
- development and continual improvement of the QMS;
- reviewing & approving designs (where applicable) or construction phase plans;
- auditing against applicable standards and requirements;
- ensuring that the QMS conforms to the requirements of BS EN ISO 9001:2015;
- reporting on the performance of the QMS to top management, and;
- controlling, publishing and maintaining quality documentation.

7.7. *Procurement Manager*

The Procurement Manager is responsible for:

- reviewing and approving the company procurement policies;
- carrying out due diligence checks of the supply chain;
- ensuring that documentation (certificates, accreditations, data sheets etc.) are held on file;
- providing advice and support on plant, materials and equipment, and;
- arranging supply chain audits with the Health & Safety Manager as necessary.

7.8. *Contracts and Office Managers*

Each Contracts Manager or Office Manager, where applicable, is responsible for:

- ensuring that those working under their control are aware of the quality policy and any specific duties they may hold;
- preparing formal construction method statements, construction phase plans and lifting plans (or similar, where applicable);
- ensuring that site supervision effectively implements all necessary quality controls;
- ensuring that operatives and site supervision are suitable, competent, trained and authorised to carry out their work;
- agreeing a schedule of quality inspections or tests relevant to the works being carried out;
- arranging quality inspections and testing of works at regular intervals;
- carrying out quality inspections or tests where competent to do so;
- recording the results of quality inspections and testing;
- arranging post-contract review meetings or distributing post-contract feedback forms, and;
- communicating lessons learned.

7.9. *Site supervision*

It is the responsibility of site supervision to:

- be familiar with quality requirements and comply with all relevant requirements;
- ensure that operatives are suitable, competent, trained and authorised to carry out their work;
- provide effective front-line supervision on site, and;
- encourage operatives to work to the highest standards.

7.10. *Operatives and employees*

All operatives and employees, including sub-contractors are responsible for:

- being familiar with this policy and co-operating with its implementation;
- understanding the parts of this policy applicable to them meeting requirements;
- not interfering with any quality control measures;
- keeping equipment in good order, using the correct equipment and reporting any defects, and;
- being aware of, and following designs or construction phase plans (or similar);

8. General control measures

8.1. *Controlling conformance to requirements*

We are committed to satisfying the requirements of our relevant interested parties, these include:

8.1.1. *Internal*

- paying our employees fairly and maintaining a safe and healthy working environment;
- providing our employees with progression and career development opportunities, and;
- ensuring that our shareholders receive value for investment.

8.1.2. *External*

- paying our sub-contractors fairly and maintaining a safe and health working environment;
- removing sources of modern slavery, trafficking, forced labour etc. from our supply chain;
- creating value for our clients whilst minimising risk;
- only using verified legal and sustainable materials;
- paying our creditors or suppliers on time;
- treating our competitors fairly;
- repaying any outstanding financial commitments in line with agreed terms;
- creating value for the local communities within which we work and minimising nuisance or disruption, and;
- complying with all legislative or regulatory requirements.

8.2. *Control of documented information*

In order to ensure that our QMS is effectively controlled, we shall maintain documented information relevant to our works which shall:

- be appropriately referenced;
- be authorised by a competent person;
- be subject to version control;
- be stored against the relevant project on the Allard Construction server (where necessary);
- be adequately protected, and;
- be regularly reviewed for its continual suitability and adequacy.

8.3. *Control of externally provided processes, products and services*

Allard Construction uses a sub-contracted labour force. All sub-contractors shall conform to the requirements of our QMS.

Due diligence checks of our supply chain shall confirm that all sub-contracted labour is competent, through education, training and experience, to carry out their work to the highest quality standards.

8.4. *Control of changes*

Construction projects are dynamic and prone to change. It is therefore important that our documented information is updated to reflect our current activities. For example:

- changes to materials must be recorded, including their manufacturers and technical / safety data sheets or certificates of conformance (e.g. FSC);
- changes to plant and equipment used must be recorded, including records or certificates of inspection;
- changes to personnel must be recorded, including the competencies, and;
- changes to methods of working or processes must be recorded.

9. Continual improvement

9.1. Quality inspection & testing

Regular inspection and testing allows us to monitor the quality of our works, minimising rework, the cost of repair and the associated reputational impact. Inspection & testing schedules shall be agreed prior to works commencing and carried out and recorded by a competent person.

9.2. Audit

An audit is a systematic, independent, evidence gathering process which aims to evaluate how well audit criteria are being met. In order to effectively manage the QMS, we aim to conduct regular internal quality audits to assess conformance to:

- all relevant legislation, corporate and other requirements;
- the requirements of BS EN ISO 9001:2015, and;
- this policy.

9.3. Non-conformance and corrective action

A non-conformance is a non-fulfilment of a requirement which identifies a failure or gap in a management system.

Non-conformance can be raised through a variety of means, these include, but are not limited to:

- audits;
- inspections;
- complaints;
- observations;
- incidents, or;
- enforcement action.

All non-conformance shall be recorded and corrected as soon as reasonably practicable. It may also be necessary to take corrective or preventative action in order to prevent recurrence or prevent a similar non-conformance occurring elsewhere.

9.4. Management review

Top management shall attend an annual management review meeting which will review the effectiveness of the QMS and determine actions for continual improvement. The results of this meeting shall be maintained as documented information.

10. Version control

| Version Number | What has changed and why? | Date |
|----------------|--|------------|
| 1 | Incorporated into the Allard Construction QMS. Version reset to 1. | 25/04/2018 |

11. Authorisation

This document has been approved as part of the Allard Construction QMS:



Paul Fletcher
Health & Safety Manager