

Quality Management Manual

Version: 3 of 14.04.2004



of

PERI GmbH
Rudolf-Diesel Strasse 19
89264 Weißenhorn

Conforms with ISO 9001:2000 requirements

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1.0 Foreword

The commercial success and growth in the last decade has strongly confirmed our innovative power and customer focus in the market.

This has however not satisfied our desire to achieve higher grounds as we believe:

Being satisfied with past laurels is the biggest hurdle in becoming successful in the future.

Strong growth can be an excuse for a non-optimised process, an inadequately implemented project or a lost order.

The more difficult the market conditions get, the more important it is to avoid loopholes and seemingly minor losses.

By continually improving of all processes we want to work together to achieve this goal, in order to be able to achieve good results in the future.

The manual revised on the basis of the DIN EN ISO 9001:2000 standard will accompany us on that path.

Quality management pushes us to continually reflect our business activities critically, look for better and more efficient methods, processes and technical solutions and implement them for the benefit of our customers.

Together as a team we will find excellent solutions for the challenges of the future.

Artur Schwörer

2.0 Identification

- Subject to revision
- Only for information, not subject to revision

This QM manual is the property of PERI GmbH and must be returned on request. Its content must be treated confidentially.

Quality Management Manual

Version: 3 of 14.04.2004



3.0 Implementation

This quality management manual and all accompanying documents serve as guidelines in the daily routine of all employees.

Weißenhorn, 15.04.2004

Artur Schwörer
President + CEO

ppa. Werner Handvest
Production / Materials
Management

Jürgen Block
Quality Management
Representative

4.0 The quality management system (QMS)

4.01 Tasks of the quality management system

Tasks of the quality management system of PERI GmbH are:

- to identify and describe all customer-related processes and those influencing the quality of products and services
- to identify mutual relationships between processes, explain them in the company and remove the conflicting effects in processes and interfaces as a supporting authority
- to prepare and update documentation continuously for all QMS regulations and processes while ensuring that it is comprehensible, practical and in conformity with ISO 9001:2000
- to agree upon necessary criteria and methods for verifying and improving the stability and efficiency of the process with the respective people in-charge.
- to identify improvement potentials with the help of process data, process audit, system audit and supplier audit
- to introduce basic concepts summarised in the annual QM report for determining new QM objectives and QM planning in the MBO process
- to support implementation of objectives and verify effectiveness of actions within the scope of the continual improvement process at PERI GmbH

4.02 Quality planning and objectives of the QMS

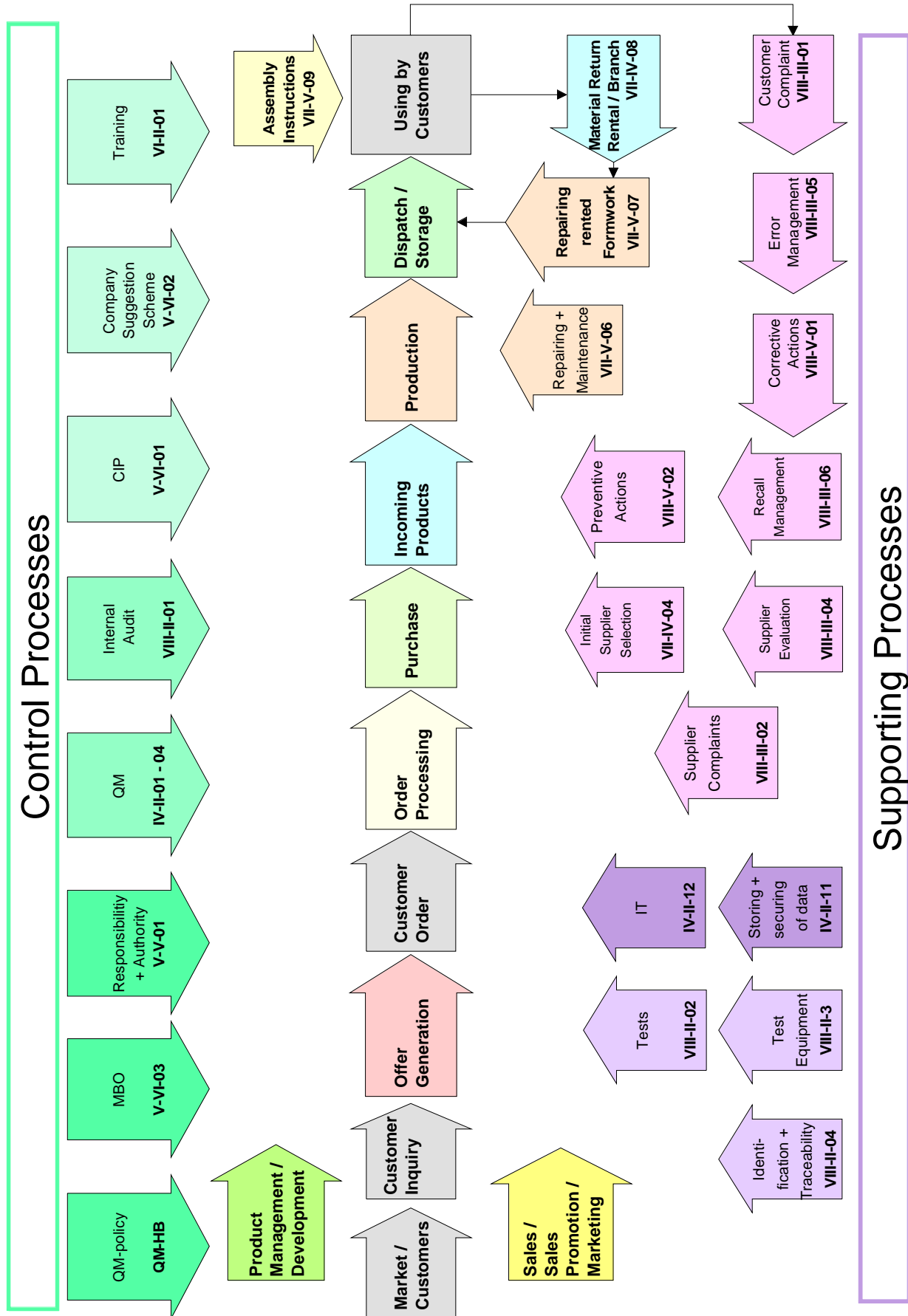
Quality / process objectives are defined in annual MBO meetings and checked regarding implementations and necessary updates every six months.

Quality planning is updated in accordance with this time frame.

Valid documents

- IV-II-01** Maintenance and control of the QM manual
- IV-II-02** Maintenance and control of quality defining documents
- IV-II-03** Establishing and updating process descriptions
- IV-II-04** Definition, recording and review of process data

4.1 Processes of PERI GmbH



4.1.2 Criteria for control, review and improvement of processes

All our processes should achieve one single common objective with the lowest possible interface losses and the highest possible process security and efficiency:

Completely satisfied customers

Process flows of a company do not represent static, permanently applicable and practical conditions. Processes are based on target specifications of the company management and are influenced by a number of factors like market developments, internal communication, required efficiency and also the employees themselves.

In order to be able to realize when processes produce the wrong results, cause unnecessary costs or risks or begin to become unstable, processes need to be defined and contain measurable valves that reflect their impact on the benefit of the company. This is particularly applicable to processes related to customers and products. But support and planning processes should have characteristic values for indicating their efficiency as much as possible, too.

The definition of key figures and their measurement is done by the responsible person for the process based on the objectives of the company, the efficiency and the cost accountability.

Each responsible person for a process determines evaluation criteria on the basis of these key figures and derives objectives from this regular evaluation.

These objectives form the basis for an internal CIP and/or MBO process.

Valid documents

IV-II-03 Establishing and updating process descriptions

IV-II-04 Definition, recording and review of process data

IV-II-11 Storing and securing of data

V-VI-01 CIP process

V-VI-03 MBO process

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4.2 Documentation structure

4.2.1 Documentation overview

The documentation of the quality management system of PERI GmbH is structured around the quality management manual as a central document.

This manual contains all regulations applicable for the medium term:

- Scope of the manual
- Quality policy
- Quality objectives
- All fundamental descriptions of standard requirements
- References to process descriptions in the annex
- References to quality defining documents
- References to certificates and records

The structure of the manual and annex with process descriptions is similar to that of ISO 9001:2000. The chapter number of the standard thus helps in finding the relevant description and associated process descriptions directly in the manual.

The read-only version of this manual is available for all employees in Outlook under:

Public folder/all public folders/quality management/QM manual

It should serve as a guide for new employees during the training period and help us in verifying our business processes continuously.

4.1.3 Maintenance of the QM manual

The quality management representative is responsible for preparing and updating the QM manual including process descriptions in the annex in conformity with the standard.

Clarity of information is an important feature for identifying interfaces and relationships unambiguously. Definitions and descriptions in the manual should not be contradictory. Due importance must be given to its practical applicability in our daily routine.

Changes in the manual are shown in the header index with the version and date and with a column to the side of the text margin meant for the last modification.

The company management and the quality management representative release the manual. The respective process in-charge and the quality management representative release process descriptions in the annex jointly.

The quality management representative is responsible for archiving the QM manual and complying with the retention period.

Valid documents

- IV-II-01** Maintenance and control of the QM manual
- IV-II-02** Maintenance and control of quality defining documents
- IV-II-03** Establishing and updating process descriptions
- IV-II-11** Storing and securing of data

4.2.3. Control of documents

Objectives, creation and securing of data

In order to manage the processes of our company in a better way and to reduce potential obstacles, the processes of working on weak points can be simplified by an accompanying documentation in the form of instructions, IT-routines, etc. This should help to improve communications between individual departments and to ensure an efficient working environment. The responsible person for a process is responsible for designing, testing and releasing the documentation. He verifies regularly whether such documents and arrangements are actually required and whether previous regulations need to be updated or cancelled or whether new regulations are required due to new specifications.

The responsible person for a process is responsible for the availability of updated regulations at all relevant work stations. The responsible person for a process also ensures archiving within the scope of the regulations of the IT department.

These regulations should support employees in their daily work and not restrict or overload their essential scope of action.

Approval, release and testing of documents

- The released documents comprise:
the name of the publisher, the release date, the revision status and the name of the superseded or invalid document if required.
- a list of documents updated for the process is maintained and made available to the concerned department.
- Conformity of the document with the standard, the QM policy and the QM objectives of the company is checked within the scope of internal and process audits along with its compatibility with other processes.
- Regulations for controlling customer documents are defined by the Sales, Order Management and Engineering departments.
- The company management determines regulations for other external documents.

Valid documents

- IV-II-01** Maintenance and control of the QM manual
- IV-II-02** Maintenance and control of quality defining documents
- IV-II-03** Establishing and updating process descriptions
- IV-II-11** Storing and securing of data

4.2.4 Control of records

Creation, objectives and securing data

Reasons for maintaining process data records:

- statutory or regulatory requirement
- control instrument of the company
- evidence of process stability
- evidence of product conformity
- determining customer satisfaction
- determining improvement potentials

The company management or the responsible person for a process specifies the following depending on the type of reason for the determination:

- how and to what extent should the data be identified
- on what basis should it be evaluated
- how frequently should it be evaluated

The recording and evaluation of data is strongly determined by the benefit of the company. It must not keep employees and resources busy without reason.

Recording must therefore be carefully scrutinised every year and the practicality of the distribution must be checked.

Data recording must be legible and its origin and relationships must be readily identifiable. Archiving must make it possible to retrieve data easily during the mandatory storing period. Data security regulations of the IT department are exclusively applicable while archiving in the IT system.

Valid documents

- IV-II-01** Maintenance and control of the QM manual
- IV-II-02** Maintenance and control of quality defining documents
- IV-II-03** Establishing and updating process descriptions
- IV-II-11** Storing and securing of data

5.0 Management responsibility

5.1 Commitment

Our company owes its success and growth to the responsible and competent actions of our employees, their attitude and their responsiveness to the requirements of our customers leading to an increased trust in us.

Our main objective is to fulfil the requirements of our customers in the best possible manner and to take into account their specific conditions as regards commercial, statutory and regulatory aspects. This implies the highest degree of technical and individual competence and a vision and capability to adapt to new conditions on the part of the organisation of our company and our employees. We want to support continual learning and improvement in all processes with the help of the quality management system and understand and develop it further as a guide for our company management.

5.2 Customer focus

Our guiding principle: Offering the best possible service to customers

Any person who can use our products for his applications is our prospective customer.

Every application, be it small or big, is our prospective market.

Construction sites with even five employees require today rational formwork and scaffolding systems similar to those used on large construction sites. Small applications thus benefit from the experiences of large construction sites and vice versa.

Our idea of offering the best possible service is:

to find a cost-effective solution for every project of our customers.

Based on this, we keep in mind that labour costs for the application are always several times more than the material costs for the system that the customer uses. The faster system is therefore always the more economical solution.

Our customers are the backbone of our business. We therefore contribute to the success of our customers by way of our products and services, our creativity and a cooperative attitude in an open and sincere partnership.

We work together with each other in a positive way. All employees think and act as entrepreneurs. They live up to the trust of our partners through their technical competence and personal integrity. Our objective is to provide more advantages to our customers than our competitors.

We therefore assure on-time delivery of quality-checked and reasonably-priced products. By planning with foresight, continuous improvement of all processes and qualification of our employees, we strive for improvement of our products and an increase in efficiency. We develop our wealth of experience and our formwork and scaffolding systems continuously based on these goals:

- to reduce application costs
- to improve quality
- to shorten construction time

5.3 Quality policy

The objectives that were reached in the last years and decades are a good basis for the positive development of our company in times of severe competition. We want to work together on the further development of our company in a goal-oriented and efficient way. The quality of our activities determines the degree of satisfaction of our customers and in turn the success of our company.

We support creativity, inventive minds that come up with intelligent solutions and create flexibility to make the right decisions in order to continuously improve our product and our processes.

We are therefore formulating company management objectives for the forthcoming year on the basis of this quality policy and results of management reviews from all departments within the scope of the MBO program (management by objectives). These objectives are directives for objectives of all departments in the company and are mandatory for our daily work.

1. Markets

The topmost objective is to ensure the long-term success of our company.

This requires us to commit to the following sub-objectives:

- extend and improve market leadership in all core markets
- increase competitiveness
- tap new markets
- offer quality products to customers as per their requirements.

Benchmark: – Company profit
– over 20% market share in every sub-market
– **turnover as per MBO objectives in all markets**
– safety at work, customer benefits and efficiency
– productivity / value creation / employees

2. Customer benefits

We would like to offer the best possible benefits to our customers. We will achieve this through:

- intelligent solutions for their formwork and scaffolding projects,
- economical and cost-effective products,
- high level of delivery service,
- excellent service
- product safety,

Benchmark: – revenue trend
– price / performance ratio
– degree of delivery service
– customer training
– reduction in complaints, costs

3. Satisfied employees

We would like to care for each of our employees irrespective of his/her designation and function by

- – showing regard and respect as a human being
- – informing openly and factually and dealing with each other fairly
- – supporting talents of employees through training
- – offering optimal working conditions and industrial safety

Benchmark: – working atmosphere and personal commitment
– fluctuation
– training
– Incidence rate

4. Striving for excellent performance

Extraordinary and excellent performance is required in all departments of our company to face the competition successfully. We must continuously search for better solutions (CIP = continual improvement process):

- to improve products
- to increase productivity
- to optimise internal processes
- to standardise services in a customer-friendly and rational manner
- to achieve quality objectives

Benchmark: – customer benefits / total price as compared to competitors
– production costs / rationalisation
– customer complaints
– rate of rejection
– customer feedback

5.4 Planning

5.4.1 Quality objectives

All concerned departments define their own sub-objectives on the basis of the annual objectives set by the company management and the quality policy that supports the objectives specified by the company management. These objectives should optimise processes and products and must be measurable.

They form the key figures for process measurement of all customer-related processes.

Fulfilment and practicality is regularly evaluated in scheduled team meetings (AL, OMK, A-Team, E-Team, Global-Team, MBO...).

Actions and changes are notified to the concerned departments in the form of meeting protocols and information notes.

Necessary resources are included in investment plans, construction plans, training plans, etc. and approved by the company management.

5.4.2 Quality management system planning

The quality of individual PERI-products is being carefully designed in the planned sequence during the development phase and its practicality is checked with the help of development meetings (E-Team) and structured tests, calculations, etc.

Quality monitoring during production by the Quality Assurance and Welding Technology departments and through operator inspection ensures the high quality standard of PERI-products.

We need good suppliers to produce good products. These suppliers are selected and classified carefully. Quality of their products is ensured by testing incoming products. Important suppliers are monitored and reviewed continuously with the help of supplier audits.

A certified welding engineer is consulted for assuring qualitative and statutory requirements of welded components.

Quality tests conducted by the Quality Assurance department are documented in the CAQ system.

The functionality of the quality management system is ensured through documentation of processes, quality planning/objectives, monitoring and through a team of qualified representatives.

5.5 Responsibility, authority and communication

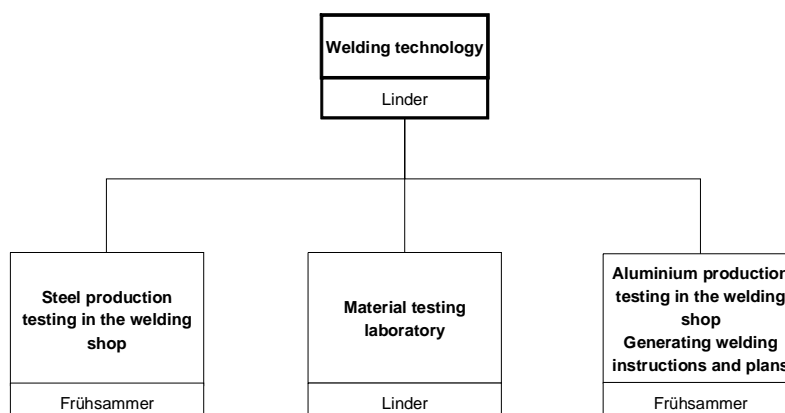
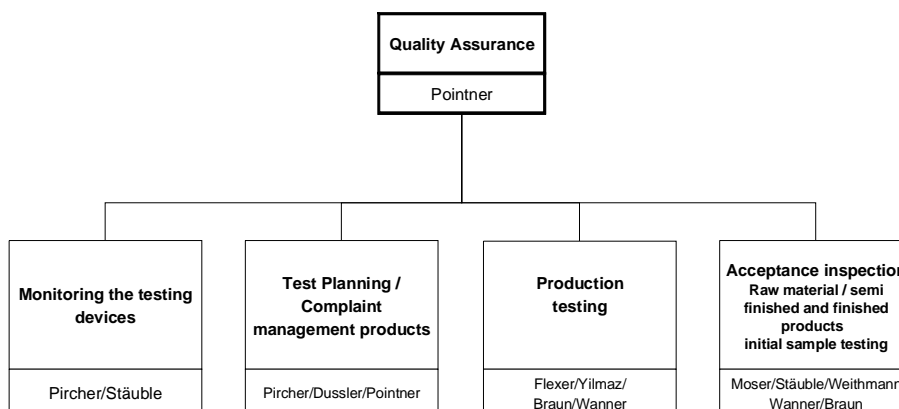
5.5.1 Responsibility and authority

The company management defines the basic organisational structure of the company and it is adapted as per the changing requirements of the company strategy.

The person responsible for a process controls responsibility and authority within process structures to adapt to the company strategy. Changes in the organisation are notified to the concerned employees and to customers and suppliers if required by suitable means.

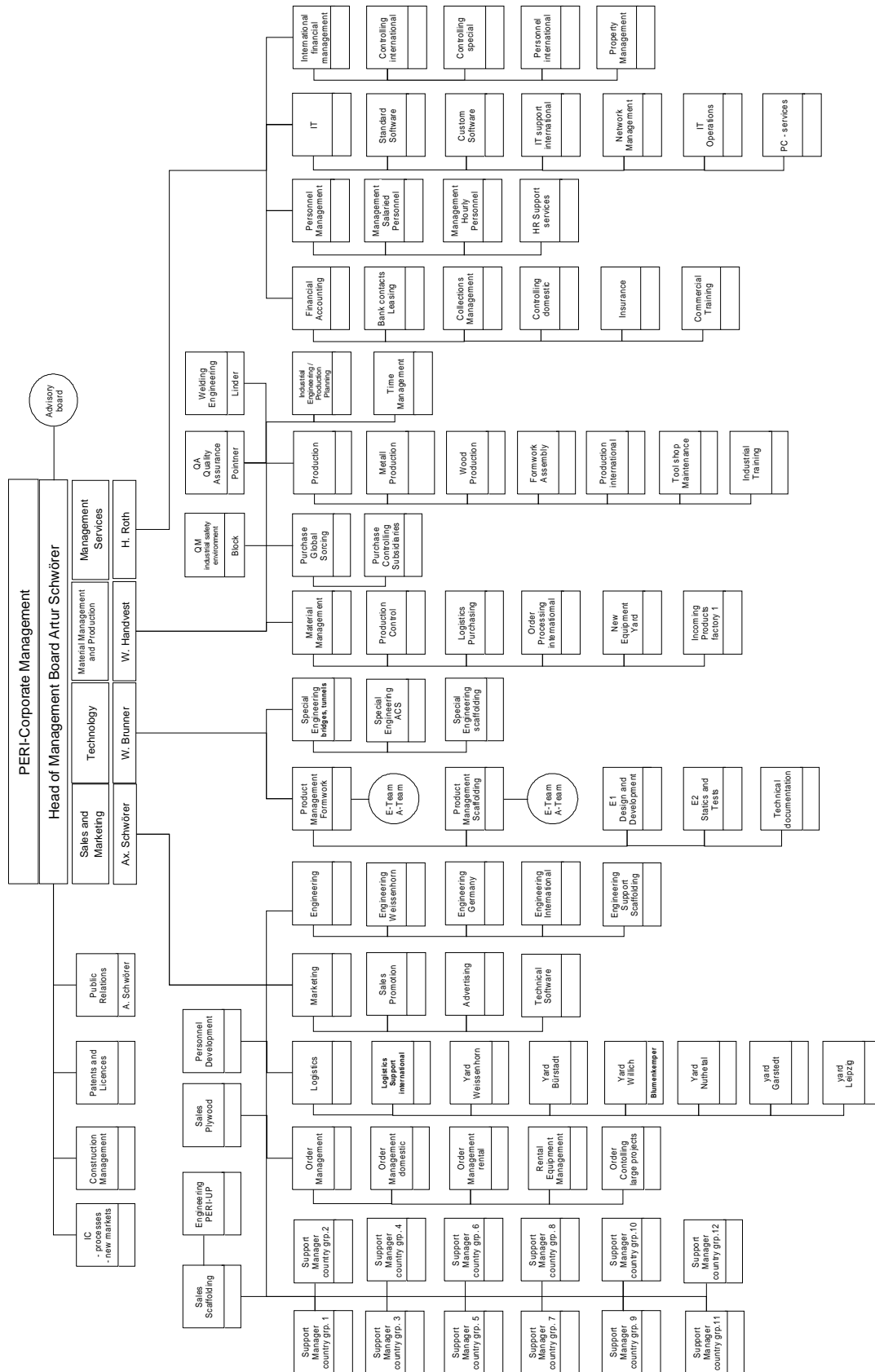
Process description **V-V-01** (General, Responsibility and Authorities) defines individual authorities in the main departments of the organisation.

Organisational chart of the Quality Assurance and Welding Technology departments



Organisational structure of PERI GmbH overview

I



5.5.2 Management representative - quality management representative (QMR)

The quality management representative (QMR) has the responsibility and authority to establish all processes necessary for the quality management system and to ensure their implementation and adherence. He is therefore authorised to issue directives to all departments.

The QMR designs practical and easily understandable process description in coordination with the person responsible for the process.

The company management directs the quality management representative with conducting an internal audit to get an overview of:

- the services of the quality management system
- the necessary improvements
- the development potentials of the quality management system

The quality management representative should ensure awareness in the entire company about customer requirements.

Valid documents

- IV-II-03** Establishing and updating process descriptions
- V-V-01** General, Responsibility and Authorities
- VIII-II-01** Internal audits
- V-VI-01** CIP process
- V-VI-03** MBO process

5.5.3 Internal communication

A smooth internal exchange of information and data and a target-oriented discussion about developments, objectives and actions in planned teams contributes to an efficient design of our processes and continual improvement to a great extent.

We have a wide range of tools for project teams, permanent expert teams (e.g. E-Team, M-Team, ...), intra-department teams (e.g. OMK, A-Team, ...) and planning teams (e.g. MBO) to implement guidelines for the company efficiently and to maintain a continuous management review.

Minutes of team meetings are generally kept and distributed and archived via electronic media. The required data and information are brought to the working stations using IT system routines. General information is published within PERI via Intranet (Outlook, Email, etc.), the PERI website, the internal magazine PERI International or through notifications on the black boards.

Valid documents:

Descriptions of IT systems
Process descriptions

5.6 Management review

Management reviews are conducted in multiple stages in all relevant departments:

1. weekly Department meetings
Inputs:
 - Process data of the department
 - Customer orders
 - Customer feedback
 - Intermediate reports of ongoing projects
 - Suggestions for improvement / CIP – actions
2. monthly: operative monthly conference (OMK)
Inputs:
 - Process data from all departments
 - Customer feedback
 - Follow-up actions from previous months and MBO objectives
 - Important process changes in all departments
 - Suggestions for improvement / CIP – actions
3. quarterly: Quarterly report of the company management
Inputs:
 - Process data from all departments
 - Customer feedback
 - Follow-up actions from previous months and MBO objectives
 - Important process changes in all departments
 - Suggestions for improvement / CIP – actions
4. yearly: MBO process with a half-yearly intermediate report
Inputs:
 - Process data from all departments
 - Customer feedback
 - Follow-up actions from previous months and MBO objectives
 - Important process changes in all departments
 - Suggestions for improvements
 - Report of CIP – actions
 - Audit reports
 - QA and QMR report
 - Strategy plan
 - MBO review

Results of all reviews should improve the efficiency in all departments and at all levels. At the same time, the requirement and effective utilisation of resources is a key factor. All reviews are independently documented in departments, distributed in the concerned departments and archived in conformity with the rules of the IT department.

Valid documents:

V-VI-1 CIP process

V-VI-3 MBO process

6.0 Resource management

6.1 Provision of resources (infrastructure and work environment)

The required resources are determined on the basis of the annual objectives of the company management, departmental sub-objectives and departmental requirement reports on improvement actions and also on the basis of new objectives from management reviews during the current year.

The required resources are included in the investment plan, construction planning, training planning, etc., and approved by the company management.

The company management approves investments as per their profitability and benefits to the company after detailed planning and testing.

6.2 Human resources

Fluctuating market requirements, expansion in new markets, further development of products and production technologies and changes in all work processes require continuous learning by all employees and recruiting of motivated and well trained employees. The success of the company is closely connected to the learning ability and innovativeness of all employees. This is true since only well trained employees can design efficient processes and create innovative high-quality products for our future.

It thus means that the level of qualification is constantly being improved for all executives and that they are trained in the most efficient possible manner for the benefit of the company.

The Human Resource (HR) development department coordinates all general training programs.

The Personnel department is responsible for documenting conducted training programs.

Valid documents:

- VII-IV-01** Purchasing
- VII-IV-02** Purchasing capital goods
- VII-IV-03** Purchase of plywood / plywood sales
- VI-II-01** Training

6.3 Infrastructure of material resources

6.3.1 Buildings and supply facilities

Based on the strategic development plans of the corporate management, locations, buildings and utilities are being planned by the Construction Management Department, by external engineers, by the company's maintenance group or by subsidiaries that are going to use the facilities later. Appropriate laws and regulations like operational safety, etc. are taken into account. The company management approves the project after confirming its efficiency and conformity with the pursued objectives. The Construction department is responsible for coordination and implementation of the approved planning. The documentation is done by factory layout plans and project plans.

The PERI-unit using the facility is responsible for maintaining and preserving the buildings and supply facilities. They propose required actions in accordance with regulations for purchasing and investments (VII-IV-01 and VII-IV-02). The Construction Department or the Company Maintenance Group coordinate these actions with the help of external or internal services.

6.3.2 Process equipment

The respective person in charge of the process is responsible for the planning of process equipment. The person in charge of the process consults the Construction Department for structural changes and office workplaces during the planning process. The safety engineer gives advices on environmental and industrial safety. The safety engineer checks the safety of implemented planning using risk analyses in accordance with the industrial safety act and other prevailing regulations.

Any type of purchasing is governed by regulations in the purchasing descriptions VII-IV-01 and purchasing capital goods VII-IV-02.

6.3.3 Supporting service

Plans and their implementation are supported by expert teams and departments like Production Planning, Time Management and Equipment Engineering if required.

The Industrial and Environmental Safety and Health Protection Department is involved the use of chemicals and disposal of any kind of materials in case of statutory environmental procedures.

The Company Maintenance Group along with the Fire Prevention Officer are consulted in case of any queries regarding fire prevention.

Overview of task allocation and responsibilities

I

Fire prevention	Josef Kenzle	Manager Company Maintenance Group	Planning and execution; Monitoring and alarm systems; Cooperation with Fire Brigade
Industrial safety	Jürgen Block	Safety engineer	Consultation, documentation, training, ASAS; Hazard analyses Legal database, Trade Supervisory Office (GWAA); Federal laws (BG)
Environmental protection	Jürgen Block	Environment auditor	Environmental law, planning and monitoring environment-related equipment, preventive measures, Special field: Water laws
	Peter Schneiders	Manager Wood Production	Pollution control, heating system
	Rudolf Janzik	Final production	Disposal

6.4 Work environment

The respective person in charge of the process is responsible for planning individual workplaces and activities. They determine the requirement for supporting and measuring devices and equipment to ensure a safe and efficient process flow.

Purchasing is done in accordance with guidelines of purchasing processes VII-IV-01;

Purchasing capital goods VII-IV-02 and testing devices VIII-II-03.

Valid documents:

VII-IV-01 Purchasing

VII-IV-02 Purchasing capital goods

VII-II-03 Testing devices

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7.0 Product realisation

7.1 Planning of product realisation

A production process may be planned for a product in case of:

- a new product
- new quality requirements for the existing product
- technical improvements in the existing product
- an increase in the reliability of a production process
- rationalisation of a production process
- a switch from a small-scale to a large-scale production
- changes in machinery
- availability of raw material
- changes in suppliers

An expert / a project team is formed under the concerned production departments depending on type and scope of such planning. The project manager is responsible for technical competence of his team and for the definition of the necessary documentation of the planning process.

The E-team defines quality objectives and requirements for products which are documented in drawings and accompanying documents. The person in charge of the project must agree upon the necessary changes in coordination with the E-team. The design engineer carries out changes in the documentation.

The project manager prepares and releases specifications for external deliveries and test instructions in the various production phases.

The project manager can use testing devices and laboratories of the Development and Quality Assurance Departments to validate the planned processes.

An expert welding engineer plans welding processes that are implemented and monitored in coordination with the Production and Quality Assurance Departments and the Programming Group of the Company Maintenance Group if required.

The required process monitoring criteria and the conducted tests are documented with the help of work plans, test plans of the Quality Assurance Department and documentation of technical work groups in the Production Department and in external monitoring organisations.

Valid documents:

VII-III-01 Product management	VIII-V-01 Corrective actions
VII-III-03 Design and development	VIII-III-05 Error management
VII-III-06 Engineering	VII-V-03 Metal Production
VII-III-07 Engineering Branch Office	VII-V-04 Wood Production
VII-V-01 Production planning	VII-V-05 Formwork assembly
VII-IV-01 Purchasing	VII-V-07 Rental equipment repair
VII-IV-20 Purchasing capital goods	VII-V-08 Customer – formwork repair
VIII-II-02 Tests	

7.2 Customer-related processes

7.2.1 Determination of requirements related to the product

A largely standardised determination of customer requirements is necessary to achieve a smooth flow of inquiries through the system and to enable the delegation of work to others.

Depending on the type and the scope of a customer inquiry, requirements are determined

- by the sales engineers using specifications given in the Sales-Manual,
- by employees of the Engineering Department as per a checklist and
- by employees of the In-house Sales Department in case of catalogue orders.

For a number of products, the recorded requirements are completed by product specific or general documentation about the safe and appropriate use of our products.

In case of large and complex projects or on a customer's request, supervisors and technicians / engineers explain the function at the construction site or at our training centre.

Specific requirements of products, the recorded schedule or logistics on large construction sites or on projects with limited storage space are being coordinated by the sales engineer together with the project manager on site and the shipping manager in the yard.

The latest statutory and regulatory requirements are made available at all necessary workplaces in the planning and documentation system of the Engineering Department and on the Intranet of the company. Latest statutory and regulatory requirements are available to sales engineers, technicians and engineers in departments like Engineering, Product Management, Design and Development and Production. These must be followed with commitment and our customers must be notified if required. We support our employees by pointing out new aspects during training and through information memos.

Valid documents:

- VII-II-02** Sales
- VII-II-04** offer preparation: sales engineer
- VII-II-05** offer preparation: engineering
- VII-II-06** offer preparation: engineering / branch office
- VII-II-07** offer preparation: internal sales department
- VII-II-08** offer preparation: plywood sales
- VII-II-09** offer preparation: software sales

7.2.2 Evaluating requirements related to the product

In case of requirements on projects that differ from those defined in our brochures and technical documents (such as for custom design projects), the first assessment is done by the Sales Engineer during the first meeting on the jobsite.

In case of custom design projects, a further evaluation is performed by the Engineering Department when they work on the project. The internal sales department and the sales engineer check whether requirements can be fulfilled before releasing the offer.

Deviations or changes in negotiations are documented in the project or modified and made available to all concerned departments.

The described processes are stabilised via IT routines and are comprehensibly archived in all phases.

The order is accepted with an order confirmation after the customer has accepted the offer. Order confirmation refers to written customer requirements regarding the product or services mentioned in our technical or accompanying project documentation.

Valid documents:

- VII-II-02** Sales
- VII-II-04** offer preparation: sales engineer
- VII-II-05** offer preparation: engineering
- VII-II-06** offer preparation: engineering / branch office
- VII-II-07** offer preparation: internal sales department
- VII-II-08** offer preparation: plywood sales
- VII-II-09** offer preparation: software sales

7.2.3 Customer communication

The competent consultation of our customers and the reliable adaptation of customer's requirements in to an optimal proposal is a key success factor of our company.

In order to achieve the highest possible quality in the sales process, the Sales Engineers are trained with the use of the Sales Handbook.

Monthly letters by the Sales Department, general advertising brochures, product catalogues and instructions for assembly, application and operation are other sources of information. Additional training sessions are regularly conducted for sales engineers and technicians of the Engineering Department either on-site or at our training centre.

In order to ensure a quick and reliable order processing, several regulations have been implemented.

The process order " inquiry, offer, order confirmation" including change routines has been fixed using checklists, work instructions, IT routines and process descriptions. It is effective in departments and is comprehensible. Even these processes are a subject to continuous and critical monitoring and improvement.

Feedback from and complaints by customers are recorded by sales engineers and notified to order processing with the help of a damage and complaint report for further processing.

The concerned sales engineers are immediately informed about customer complaints directly registered with order processing. Complaints solved by sales engineers are directly associated with customer satisfaction. The internal sales department is responsible for quick and reliable complaint handling and flow of information to customers through sales engineers in coordination with technical departments.

Customer complaints are systematically handled through established recording routines and are implemented in improvement measures within the scope of the CIP process. Implementation and efficiency are checked with the help of subsequent audits, complaint analyses and reports by sales engineers along with customer feedback.

Valid documents:

VII-II-02	Sales	VIII-III-01	Customer complaint
VII-II-04 to 09	Offer preparation	VIII-III-05	Error management
VII-II-10 to 12	Order processing	VIII-V-01	Corrective actions
VII-II-01	Marketing	VII-II-05	CIP
VII-III-01	Product management	VIII-V-02	Preventive actions
		VII-III-05	Technical documentation

7.3 Design and development

The **Product Management** Department explores options for improving our products or gets suggestions for new products through market and product analyses.

Possible benefits to the customers and the marketability of products and design prototypes are reviewed with specific application analyses.

The Product Management Department defines initial requirements for formwork and scaffolding products to be developed or modified on the basis of these results.

Prices are calculated and cost/benefit comparisons are done by estimating costs for development and production. **The design and development team** (E-Team) discusses preliminary results, defines product requirements and prepares specifications. These specifications include statutory, regulatory and normative requirements along with technical application requirements.

The design and development team is supported by the F&E Department if required.

Deadlines for development phases and their analysis are determined for design and development in the E-team report. The E-Team verifies fulfilment of requirements as per the specifications depending on the type and scope of the new design or modification with the help of drawings, specimen components, technical tests, application instructions and practical implementation resulting in the specifications being changed if required.

The E-Team decides to release the product after internal and/or external tests depending on its complexity.

All actions and releases are documented in the E-Team report.

Main interfaces are integrated into the development process with the help of the E-Team.

Other concerned departments are informed by the report distributor from case to case.

The product itself and changes in products are described with the help of drawings, parts lists and accompanying documents. They are documented and made available in the IT system.

The Product Management Department provides the necessary product information to Sales Engineers and our customers whenever the development is far enough advanced.

Project specific components and systems are developed in the **Engineering Department** for individual cases. Design results are verified with the help of internal or external statistical calculations, test structures and test applications depending on the type and complexity of the customised or special design. An IT project program generates documentation for processes and outputs. The concerned sales engineers and persons in charge for the process in the Engineering Department are responsible for testing and confirming design and development results.

Technical application requirements and solutions are often taken over in new product requirements of the Product Management Department.

The **Software Development and Sales Department** controls and develops standard software for planning formwork and scaffolding projects with standard products.

Regulations on product requirements, development tests and release are documented in process descriptions of the department.

Valid documents

VII-II-01 Marketing

VII-II-02 Sales

VII-III-01 Product management

VII-III-03 Design and development

VII-III-06 Engineering

VII-III-07 Engineering / branch office

VII-III-08 Software development

IV-II-02 Maintenance and control of quality defining documents

7.4 Purchasing

7.4.1 Purchasing process and information

The purchasing of raw materials for production and of other products is based on qualitative definitions of Product Management, Research & Development or Engineering. These processes are performed in co-operation with Quality Assurance Department and are documented in:

- Drawings and parts lists
- Accompanying documents for articles and projects
- delivery and execution specifications
- PERI factory standards

Specifications used in purchasing wood are documented in the formwork girder certificate. Operating materials are listed in the requirement specifications. Component drawings and operating material requirements form its basis.

Material requirement notes form the basis for purchasing auxiliary and operating materials. Purchasing details are defined by the requesting department.

The person in charge of the process specifies criteria influencing the process.

Products relevant to industrial or environmental safety must be checked and released initially by the Industrial and Environmental Safety department.

The purchasing process at PERI GmbH is backed by an IT based ordering system. The required quantity of raw materials, purchased parts and trading products is determined by the net-requirement-calculations and / or planned figures of order processing and is subsequently given by the IT-system as order proposals.

Orders are released within the scope of the regulations on responsibility and authority.

7.4.2 Initial selection and evaluation of suppliers

The Purchase Department selects suppliers on the basis of pre-determined criteria.

Production capabilities and their normative evidences are essential components of these criteria. Initial specimens are inspected, rejected or released in the second stage.

Suppliers included in a continuous supplier evaluation program are determined by the Quality Assurance Department in consultation with the Purchase Department. The evaluation criteria are stored in the CAQ system and maintained by the Quality Assurance department. Results from acceptance inspections supported and managed by the CAQ system serve as inputs for the supplier evaluation.

7.4.3 Verification of purchased products

Purchased products, raw materials and assemblies are a subject to a planned acceptance inspection to ensure their conformity with quality requirements.

Samples and prototypes from suppliers selected for the first time are evaluated especially exactly and afterwards documented.

Valid documents

- V-V-01** Responsibilities and authorities
- VII-IV-01** Purchasing
- VII-IV-02** Purchasing capital goods
- VII-IV-03** Purchase of plywood / plywood sales
- VII-IV-04** Initial supplier selection
- VII-IV-07** Incoming products
- VIII-III-02** Supplier complaints
- VIII-III-03** Supplier evaluation
- VIII-II-02** Tests

7.5 Production and service

7.5.1 Control of production and service provision

The person in charge of process is responsible for on-time and qualitative production on the basis of the process design in co-ordination with technical departments like Production Planning, Equipment Engineering and the Company Maintenance Group and the for the product as well as the quantity specifications by the Materials Planning Department. The following specification documents are mostly controlled by IT and are available for supporting their activities:

- Drawings and parts lists
- Company norms
- Production control specifications
- PERI factory standards
- Process descriptions
- Work instructions
- Regulations for industrial and environmental protection

Individual production departments are responsible for maintenance and care of the documentation to be used. The respective supervisor of these departments is responsible for a smooth production process and is also the contact person for all employees. The Quality Assurance Department supports production departments in quality-related queries and in selecting and purchasing suitable measuring devices.

7.5.2 Approval and monitoring of processes and product characteristics

Processes are described and enforced to ensure a smooth workflow in individual processes. Documentation of actual process parameters during the process is used by the person in charge of the process as a tool for nonconformity or process analysis if required. In addition to this, systematic recordings are introduced, maintained and documented by the Quality Assurance department due to normative or statutory reasons. The individual production departments are responsible for the optimal utilisation of their individual equipment. The different production departments select and classify suitable production facilities and appropriately trained employees.

Metal production

An expert welding engineer is responsible for qualification, adjustment and monitoring of all robot-operated and manual welding devices. The Machine Testing Department determines welding parameters and documents them in welding sequence plans and welding instructions.

Product characteristics during production are monitored with the help of instructions and through operator inspections controlled by work documents. They are supported by the production supervisors and the Quality Assurance Department. Individual production departments along with the Quality Assurance Department are responsible for selecting suitable processes for testing production process quality and stability.

Wood production

All wooden girders by PERI GmbH have a type test certificate (glue licence certificates).

The Wood Production Department is responsible for acquiring this certificate.

The Wood Production Department deals with serial production. The Wood Production Department is solely responsible for quality checks like visual inspections, dimensional checks and humidity checks during the production process.

Formwork assembly

The formwork assembly supervisor is responsible for continuous checks such as visual inspections.

Maintenance

The Company Maintenance Group (branch) selects appropriate machines and equipment that need maintenance.

Valid documents

- VII-V-01** Production planning: metal parts
- VII-V-02** Production management and control: metal parts
- VII-V-03** Metal production
- VII-V-04** Wood production
- VII-V-05** Formwork assembly
- VII-V-06** Maintenance and repair
- VII-V-07** Rental equipment repair
- VII-V-09** Assembly instructions
- VIII-II-02** Tests
- VIII-II-03** Testing devices

7.5.3 Identification and traceability

Raw materials, semi-finished products and components and products are appropriately identified during the entire production process so as to avoid confusion, nonconforming production and wrong deliveries. The specifications on whether and how to identify products are defined by the E-Team and are complemented or adapted based on experience in the actual development and life cycle of the product and change requests made to the E-Team. Documentation of identification specifications is done in product drawings, delivery and execution specifications with the help of instructions in work plans and production time tickets.

Products that the E-Team defines as having to be traceable are summarised in special documentation and identification routines and are called D-components. The E-Team determines special instructions, tests as well as identification and documentation methods for D-components at all levels of production along with accompanying information for the product.

Tests for products and supplied parts are defined in test processes and identification of the test status is defined in the test status process.

Valid documents

VIII-II-04	Identification and Traceability
VIII-III-06	Recall management
VIII-II-02	Tests
VIII-V-01	Corrective actions
VIII-V-02	Preventive actions

7.5.4 Customer property

Processes and regulations for repairing customer formwork constitute an important part of customer satisfaction. The customer expects his formwork to be returned in the best possible condition. Identification, defect recording, professional and quick repair and safe packaging and transport are criteria important for these processes.

The rules of diligence are as for those for the sale of new material are applicable whilst accepting the order and processing it.

Technical documents, given to us by the customers for offer processing or planning must be identified as customers property and returned if required.

Organisational details are controlled by technical departments with the help of work instructions.

Valid documents

- VII-V-08** Repairing customer formwork
- VII-IV-07** Incoming products
- VII-V-10** Dispatch and storage
- VII-V-11** Dispatch and storage rental / branch office

7.5.5 Preservation of products

By implementing work instructions for

- internal transport and storage of products in the production phase
- identification
- packaging instructions for the storage of finished products
- packaging instructions for rented storage
- instructions and training for proper loading and transport safety
- process definitions for storage and shipping

we meet customer expectations by delivering only flawless products with consistent quality at the correct time and in the required quantity.

In addition to this, we have developed and introduced a number of product-specific transport support systems to help our customers ensure maintenance and safe transport of our products while using them.

The purpose and area of application has been described in the instructions for installation, application and operation.

Valid documents

- VII-V-08** Repairing customer formwork
- VII-IV-07** Incoming products
- VII-IV-08** Material return rental / branch office
- VII-V-10** Dispatch and storage
- VII-V-11** Dispatch and storage rental / branch office

7.6 Control of monitoring and measuring devices

We need reliable monitoring and measuring devices for most of the development and production processes, to ensure consistent product characteristics conforming to the defined requirements. The Quality Assurance department supports the relevant department in selecting measuring and testing procedures and in purchasing measuring and testing devices. Measuring and testing devices are identified and recorded in the CAQ system of the Quality Assurance department and their calibration is controlled.

Technical experts from the Quality Assurance department or external sources can calibrate the devices. Devices are calibrated in accordance with defined standards. The basis of calibration must be documented with the process.

In case of external and internal calibration, execution and scheduling of the next calibration is documented and as a rule indicated to the user with the help of labels on the measuring or testing device.

Special instructions are given on devices or in operating manuals for measuring and testing devices that must be standardised, calibrated or reset before every use.

Users are responsible for careful and proper handling. The user must calibrate measuring devices before the scheduled date and/or repair them if there are any doubts regarding accuracy and functionality or if the readings are not plausible. Such conditions must be notified to the Quality Assurance department immediately.

Cabinets are used for measuring devices wherever feasible so as to store them safely.

Valid documents

VIII-II-03 Testing devices

VIII-II-02 Tests

8.0 Measurement, analysis and improvement

8.1 General Points

We need a secure information base concerning our standard to put our objective of continual improvement in our products and processes, into practice. We must make a careful choice about what we should measure, document and review, at what cost and benefit, due to the complexity of processes and parameters.

The person in-charge of process defines measuring parameters,
the measuring method and
the costs

by taking into account company objectives,
benefits to the company,
adherence to statutory and regulatory conditions

with the objective of continual improvement in processes, products and services.

8.2 Monitoring and measurement

8.2.1 Customer satisfaction

We judge customer satisfaction with the help of:

Type of data	from the department
Market data	Marketing / Sales management
Turnover data	Management of Sales and Controlling
Benchmark analyses	Controlling
Customer complaints	Sales engineers, internal sales and CIP team
Opinion poll via our homepage	Marketing / GL / Sales management
Opinion poll for Sales – meetings	GL / Sales management
Information from customer training programs	Sales promotion

Results are systematised by departments and included in monthly, half-yearly and yearly management reviews.

The respective department in-charge determines detailed regulations for the type, measuring methods and review in coordination with the company management.

Valid documents:

V-VI-01 CIP	IV-II-02 Maintenance and control of quality related documents
V-VI-03 MBO	IV-II-04 Definition, recording and evaluation of process data
all operative processes	IV-II-11 Storing and securing of data

8.2.2 Internal audit

The objectives of all types of audits are:

- Critical verification of processes and agreement on their effectiveness
- to determine improvement potentials
- to support continual improvement processes effectively.

a.) System audits

System audits scheduled and carried out regularly verify:

- whether determined processes and regulations are in conformity with DIN EN ISO 9001
- whether quality assurance measures are appropriate and effective
- whether employees have understood regulations and are applying them

Objective: evidence of implementation and adherence to the quality management system.

b.) Supplier audits

Supplier audits are conducted for evaluating their products and are preferred while selecting suppliers and are used for improving the quality of supply and relationships with suppliers.

c.) Process audits

Every process in-charge can verify stability and efficiency of processes with the help of a process audit either independently, or with support from the Quality Management department.

d.) Audit planning

The quality management representative plans the audits with the help of an audit program.

The audit program takes into account the status and significance of processes in the company, results from previous audits and permanent objectives of the company and the audited department.

The quality management representative (QMR) releases the audit programs.

The Quality Assurance and Purchase departments plan supplier audits.

e.) Auditors

Auditors are nominated and are experienced colleagues from all technical departments of the company. Information about the contents of relevant standards, planning and conducting internal audits and objectives of the audit is regularly given to auditors.

f.) Audit documentation

Audits are conducted on the basis of determined audit checklists containing queries for comparing with standard requirements. Observations made in audits are documented in audit checklists. Deviations from the standard are recorded in the deviation protocol. Audit results are compiled in the form of an audit report and a copy is distributed to the concerned departments or suppliers and the company management. The original copy is archived by the quality management representative and serves as a basis for subsequent audits and annual reports of the quality management representative.

g.) Responsibility of the audited department

Audit reports should help the person in charge of process to rectify defects and their causes with agreed upon actions. The effectiveness and efficiency of actions taken are verified. The respective process in-charge must document the result.

The implementation and effectiveness of actions are always an important factor in any following audit.

Valid documents

- VIII-II-01** Audit
- IV-II-02** Maintenance and control of quality defining documents
- IV-II-03** Creating and updating process descriptions
- IV-II-04** Defining, recording and review of process data
- VIII-III-05** Error management
- VIII-V-01** Corrective actions
- VIII-V-02** Preventive actions
- V-VI-01** CIP
- V-VI-03** MBO

8.2.3 Monitoring and measurement of processes

We need reliable key figures to be able to monitor developments of processes and implement on-time corrective actions. This way we can put our objective of continual improvement in our processes and adaptation to changing requirements into practice.

The respective person responsible for a process defines, documents and reviews

- measuring parameters,
- measuring outputs
- the measuring method and
- the costs

by taking into account

- company objectives,
- benefits to the company,
- to statutory and regulatory conditions

with the objective of continual improvement in processes, products and services.

Results must be included in the management review.

Valid documents

VIII-II-01 Audit

IV-II-02 Maintenance and control of quality defining documents

IV-II-03 Creating and updating process descriptions

IV-II-04 Defining, recording and review of process data

VIII-III-05 Error management

VIII-V-01 Corrective actions

VIII-V-02 Preventive actions

V-VI-01 CIP

V-VI-03 MBO

8.2.4 Monitoring the products

Specifications and measuring methods must be defined in order to make sure that the required product quality can be achieved. The frequency and cost should take into account that product quality is not achieved through monitoring, but through the precise definition of product specifications, intelligent and stable production processes.

Quality features for standard components are defined by the Design and Development and Product Management Departments together with the E-Team. Quality features are documented in drawings, parts lists and accompanying documents. The Engineering Department and the relevant sales engineers are responsible for these processes in the case of special designs.

Tests must be conducted in appropriate phases of production process so as to review product quality. All these tests give information about of the suitability and qualification of individual production and assembly phases.

a.) Inspection of incoming goods

The quality of purchased products, semi-finished components and raw material is monitored using acceptance inspections on the basis of test plans. Execution, test results and the release are documented in the CAQ system.

b.) Inspection and testing of initial samples

New products and parts to be delivered by a supplier for the first time are checked by the Quality Assurance Department on the request of the Purchase or the Design and Development Department. The results are recorded and notified internally to the relevant departments and to manufacturers.

c.) In-process inspection and testing

Metal production

Employees in the Production Department conduct in-process inspection and testing:

"Operator inspection"

They are supported by the respective supervisor and the Quality Assurance Department.

The Quality Assurance Department conducts systematic in-process inspection and testing in relevant production processes.

Welding tests are conducted by the Welding Technology Department.

The Welding Technology Department depends on external monitoring for adhering to the normative qualification process.

Wood production

The Wood Production Department deals with assembly-line production. This department is solely responsible for quality checks such as visual inspections, dimensional checks and humidity checks during the production process and the documentation. This production department is externally monitored by licensing organisations.

Formwork assembly

The formwork assembly supervisor is responsible for continuous checks such as visual inspections.

Logistics rental service

Checks in the rental service are focused on both damages due to wear and tear and more serious damages while using, storing, transporting and processing our rented products.

Employees analyse returned products, which have been used by our customers, with the help of criteria catalogues. Individual actions are decided upon and implemented in co-ordination with sales engineers. Non-conforming products in individual cases, and systematic problems are handled by the management of the Logistics Department and the Quality Assurance Department within the scope of CIP actions.

d.) Final inspection and testing

Final inspection and testing is conducted within the scope of the operator inspection.

e.) Inspection and test records

Inspection and test records from the acceptance inspection and in-process inspection and testing by the Quality Assurance department are stored in the CAQ system. Results of inspection and testing of initial samples are documented in reports of inspection and testing of initial samples. Test results of "D"-components are documented in test reports. Operator inspections conducted in the Metal Production Department are listed on the production time ticket. Records of humidity tests are automatically generated in the Wood Production Department.

Valid documents

VII-IV-07	Incoming products	VII-IV-08	Material return: rental / branch office
VII-II-02	Tests	VII-V-03	Metal production
VIII-III-05	Error management	VII-V-04	Wood production
V-VI-01	CIP	VII-V-05	Formwork assembly
V-VI-30	MBO	VII-V-07	Rental equipment repair
VIII-V-01	Corrective actions	VIII-V-02	Preventive actions
VII-II-03	Test equipment		
IV-II-2	Maintenance and control of quality defining documents		

8.3 Control of non-conforming products

Evaluation and handling of non-conforming products

Non-conforming products are evaluated with the help of listed failure classes in the department receiving incoming products and in the Production Department.

Incoming products

The Quality Assurance Department blocks non-conforming components and marks them with a red complaint card and a red rejection band. These components are temporarily stored in a blocked storage. A test report is then generated. If non-conforming components are re-worked internally, they are checked and released within the scope of the production verification.

Production

Non-conforming D-components are evaluated in the Production Department by the Quality Assurance Department. All other components are evaluated by the production supervisors. The respective production supervisor blocks these components and marks them with a red complaint card and a red rejection band. Components are temporarily stored in a blocked storage if the problem cannot be rectified. The production supervisor informs the Quality Assurance Department which, in turn, generates the test report. The production supervisor and his subordinates rectify problem with the help of the test report.

D-components are subjected to one more test by the Quality Assurance or the Welding Technology Department and the test report is changed accordingly.

Responsibility

The Quality Assurance Department together with Production Department is responsible for non-conformity management of incoming products. The respective production supervisor assumes the leading role for processing nonconforming components.

The Quality Assurance Department is responsible for generating the test report. The Quality Assurance Department handles customer complaints in co-ordination with the In-house Sales Department.

Valid documents

VIII-III-05 Error management

VIII-III-01 Customer complaints

V-VI-01 CIP

IV-II-02 Storing and securing of data

8.4 Analysis of data

The requirements of this standard chapter are included in the descriptions of the preceding and succeeding chapter.

8.5 Improvement

8.5.1 Continual improvement

Several expert teams have been nominated for developing and implementing improvement potentials to ensure an active and continual improvement process:

- Efficiency team for subsidiaries
- Efficiency teams for branch offices
- E-Team
- A-Team
- MBO – Team
- Internal suggestion box
- CIP meetings in branch offices
- Planned interaction with experts at all levels

Process data of departments, its analysis and comparison with better departments and market segments and review of the already implemented actions and objectives of the company form the basis of this entire effort.

The objective of all the teams is to find the most efficient solution for a concept, product or process and to implement it.

8.5.2 Corrective actions

Corrective actions are based on customer complaints, internal complaints, test protocols, audit protocols and the identified weak points of the process data. Corrective actions in all processes are decided and implemented by the respective person in charge of a process or in co-ordination with an appropriate CIP expert team.

In addition, appropriateness of the non-conformity and the corrective actions must be taken into account.

The person in charge of process should implement corrective actions immediately and observe and evaluate their effect.

The decision-making team must analyse unfavourable effects immediately and change the agreed actions if required.

The decision, implementation and evaluation of corrective actions must be documented.

8.5.3 Preventive actions

Preventive actions are preventive correction actions. They are taken in case of distinctly negative changes in processes, due to risk analyses of processes and product applications, due to customer instructions or changing regulatory conditions and laws.

The respective person in charge of a process and teams involved in CIP take into account the appropriateness of initiator and the action while determining preventive actions.

The decision-making team must take action in the following manner:

- inform the concerned processes / departments
- monitor implementation of the action
- evaluate the effect
- document the process flow

The objective is to avoid undue risks, costs and annoyed customers.

Valid documents

All descriptions of operative processes

VIII-III-01 Customer complaints

VIII-III-05 Error management

VIII-V-01 Corrective actions

V-VI-02 Internal suggestion box

IV-II-02 Maintenance and control of quality defining documents

IV-II-11 Storing and securing of data