



Shams Raondouz Company
Trading & Contracting, Public Transport
& Oil Services Ltd.

[COMPANY QUALITY CONTROL/ASSURANCE PLAN]
Quality control

LIST OF ACRONYMS

CAR	Corrective action Request
POR	CLIENT Office Representative
CQCP	Contractor's Quality Control Plan
DQCR	Daily Quality Control Report
DFW	Definable Features of Work
PHQ	CLIENT Head Quarters
NCR	Noncompliance Report
PM	Project Manager
PPE	Personal Protective Equipment
QAP	Quality Assurance Plan
QCM	Quality Control Manager
SSHO	Site Safety and Health Officer
SOW	Statement of Works
SSHP	Site Safety and Health Plan
SOP	Standard Operating Proceture

Introduction

Quality control (QC) is a procedure or set of procedures intended to ensure that a manufactured product or performed seVICES adheres to a defined set of quality criteria or meets the requirements of the client or customer. QC is similar to, but not identical with, quality (QA). QA is defined as a procedure or set of procedures intended to ensure that a product or service under development (before work is complete, as opposed to afterwards) meets specified requirements. QA sometimes expressed together with QC as a single expression. Quality assurance and control (QA/QC).

The purpose of the CQCP (Contractor Quality Control Plan) is to ensure that all construction activities associated with the site comply with the requirements of the VENDOR QUALITY REQUIREMENTS

The SHAMS RAONDOUZ Quality Control Manager (QCM) will be responsible for all Quality Control (QC) activities and reviews and inspects the Definable Features of Work scheduled to be performed on the site. He will report directly to the site Project Manager with reporting Requirements to the Program Quality Manager regarding QC Activities

These inspections are described in detail in the following sections. The three phase inspection system will address each definable feature of work. All inspections will be recorded on the Daily Construction Quality Control (DCQC) Report Forms

To ensure quality, Shams Raondouz will implement the three phase inspection system, which will address Definable Feature of Work (DFW). While specific testing and inspections will be identified for each DFW during field construction, below is a list of typical elements for which QC tests and inspections will be performed to ensure proper installation and quality:

- Initial Site Survey
- Mobilization
- Storm Water Management
- Clear and Grubbing
- Site Preparation
- Site access and roadways
- Construct Security
- Construct Chain Link Fence
- Construct Buildings (Excavation – Footings – Block Walls – Concrete Slabs)
- Installation of Utilities (power, water, water distribution treatment, sewer, etc)
- Grading and Excavation
- Sub-grade and Soils Compaction
- Foundations, Footings, and Building Forms, Reinforcement and Concrete placement
- Buildings Placement
- Water Treatment Plant
- Waste Water Treatment Plant
- Electrical Generation Plan
- Fire Suppression

- Car Wash
- Construct Pathways
- Construct Sewer System
- Construct Parking Areas
- Utility tie-in
- Landscaping
- Street Lighting
- Final Inspections
- Demobilization

All testing, three phase inspections and audits performed will be documented, recorded and submitted for approval.

Project Manager

The Project Manager (PM) will have overall responsibility for the management, technical and operations aspects of the project. The Quality Control Manager will report to the Project Manager.

Corporate Quality Control Manager

Shams Raondouz Program Quality Manager will serve as a technical resource to the site QC Manager. All project QC records and activities are subject to review by the Corporate QC Manager.

Quality Control Manager

The site QC Manager (QCM) will be responsible for establishing and ensuring compliance with the site control procedures. The site QCM will be responsible for the overall management of the site QC system and will have the authority to act independently in all issues and has stop work authority if necessary. The QCM will be responsible for the following items:

- ❖ Ensure that all on-site personnel are familiar with the provisions of the CQCP (contractor quality control plan).
- ❖ Manager all on-site and off-site inspections and testing
- ❖ Notify the PM of either the acceptance or rejection of work
- ❖ Inspect and either accept or reject materials delivered to the site
- ❖ Oversee testing

- ❖ Report to Shams Raondouz Program Quality Manager on equipment malfunctions and deficiencies
- ❖ Provide QC reports to the CLIENT Head Quarters
- ❖ Ensure that the project scope of work is followed, and project specifications are met.

Subcontractors

All subcontractors will report to the Shams Raondouz or his designee and furnish all the personnel, equipment, and materials required for their delegated tasks. Although Shams Raondouz expects subcontractors to ensure the quality control (QC) of their own work, site supervision, inspection, and approval of all subcontracted work will be the responsibility of Shams Raondouz. All subcontractors shall agree to adhere to the procedures identified in the project plans, and to follow the procedures and QC protocols designated therein.

Quality Control Inspections

The QCM and/or PM will be responsible for verifying compliance with this CQCP by implementing the Three Phases of Inspection. This QC process ensures that all project activities comply with the approved plans and procedures. This section describes the specific QC monitoring requirements for Definable Features of Work (DFW), and specifies the minimum QC requirements, and the extent to which QC monitoring shall be conducted.

Three Phase Inspection Process

The CQM will implement the Three Phase Inspection for each DFW to insure quality performance. These are the preparatory, initial and follow-up inspections. The preparatory and initial inspections will be particularly invaluable in preventing potential problems during execution. Work will only be on a DFW when successful preparatory and initial phase inspections are completed. The CLIENT on-site representative will be involved in the three phase inspection and will be responsible in preparing recommendations to the CLIENT office.

Preparatory Inspection

A Preparatory Phase Inspection will be performed prior to beginning each DFW. The purpose of this inspection is to insure that the applicable specifications and the necessary resources, supplies, conditions, and control are in place before the start of that activity.

The CQM will verify with the POR that all pre-construction submittals have been received and approved, and that the Best Management Practices have been incorporated, as appropriate, into the project procedures to prevent recurrence. The onsite CLIENT representative will review all submittals and provide recommendations to the CLIENT office. Prior to any work activities on a DFW, they will meet with the PM and the staff responsible for that activity. He will use the Preparatory Phase Inspection Checklist. The checklist will be customized to fit a specific feature of work and/or site conditions.

Work plans, SOPs (Standard Operating Procedures), and operating procedures will be reviewed by the QCM to ensure they describe pre-qualifying requirements or conditions, equipment and materials, appropriate sequence, methodology, and QC provisions. The QCM will verify the following prior to submission of all submittals to the POC:

- ❖ All plants and submittals have been prepared and approved, and are available to field personnel;
- ❖ Appropriate field equipment is available, functional, and properly calibrated;
- ❖ Responsibilities have been assigned and communicated;
- ❖ The job hazards in the SSHP (Site, Safety & Health Plane) have been communicated and the necessary safety measures are in place and ready;
- ❖ Personnel have the knowledge, expertise, and information to perform their duties; and
- ❖ Arrangements for support services have been made and the site is prepared for fieldwork.

Discrepancies between existing conditions and approved plans and/or procedures will be resolved and Corrective actions taken for unsatisfactory or nonconforming conditions identified during the preparatory phase inspection. This will be the PM, prior to granting approval for work to resume. Preparatory phase inspection results will be documented in the preparatory inspection checklist and summarized in a Daily Quality Control Report (DQCR).

Initial Inspection

An Initial Phase Inspection will be performed the first time a DFW (Definable Feature of Work) is performed. The purpose of this inspection will be to:

- ❖ Check the preliminary work for compliance with procedures and contract specifications;
- ❖ Verify inspection and testing;
- ❖ Establish the acceptable level of workmanship;
- ❖ Check and upgrade safety compliance;
- ❖ Review the minutes of the Preparatory Phase Inspection to ensure they are incorporated into site activities; and
- ❖ Check for omissions and resolve differences in interpretation.

The QCM will ensure that discrepancies between site practices and approved specifications are identified and resolved before granting approval to proceed. The initial phase inspection results will be documented and summarized in the DQCR (Daily Quality Control Report). The QCM will coordinate with CLIENT.

Follow-up Inspection

A follow-up Phase Inspection is performed periodically during a DFW. The purpose of the inspection is to ensure continued compliance and workmanship quality. The QCM will monitor the practices and operations and verify continued compliance with contract specifications and approved project plans. A Suspension of Work will be completed and issued if Corrections are needed to improve a procedure or practice. CLIENT on-site representatives will be involved in this process.

The QCM and the Shams Raondouz PM will attend the Final Completion Acceptance Inspection.

The Inspection will (1) certify that all items of the plan have been implemented and that the construction is complete; and (2) include a record of as-built drawings and specifications verifying standards have been met as per the contract. The CLIENT on-site representative will be involved in this process. A final Inspection Report will be published.

Project-Specific Inspection Acceptance Criteria

Project procedures are prepared in accordance with design and procurement specification requirements to establish and describe controls for cleaning, handling, storage, packing, preserving and shipping of items to preclude damage, loss or deterioration by environmental conditions, such as temperature and humidity.

Special handling, storage, preserving, and shipping are specified and will be accomplished by suitably qualified individuals in accordance with work plans, sampling plans, and predetermined work, inspection, and test instructions. The QCM will make determinations on acceptance and acceptance and documentation.

The tools and methods used in determining project success include the following:

- ❖ Communication;
- ❖ Submittal QC review;
- ❖ Preparatory, initial and follow up inspections; with non-conformance remedies;
- ❖ Equipment calibration and maintenance; and
- ❖ Contractor Qualifications and Training.

Master Punch List

The QCM will be responsible for maintaining an ongoing list of deficiencies in the work referred to as the master punch list. When a deficiency is observed, it will be entered on the DQCR Form by the QCM. If the deficiency is resolved by the end of the working day, it will be noted as completed on the DQCR Form. If the deficiency is not resolved by the end of the day, it will be recorded on a weekly summary sheet of deficiencies. A Copy of the master punch list will be reviewed at all progress meetings and included in the meeting minutes.

Additional Inspections

In addition to inspection phases outlined above, additional inspections may be conducted on the project definable features of work if any of the following occur:

- ❖ The QCM is changed
- ❖ The site PM is changed
- ❖ Fieldwork is resumed after a substantial period of inactivity

Site Layout

A survey will be performed on the base construction site to establish layout.

Equipment

Equipment is to be inspected to verify is in proper working order. Calibration and equipment testing reports also will be reviewed by QCM.

Materials

All materials should be of industrial/commercial quality and shall comply with International, European Codes or any other applicable codes as directed by the CLIENT office.

Corrective actions and Deficiency Reporting

Shams Raondouz has developed a progressive method for identifying and correcting deficiencies affecting the quality of work. The purpose for this method is to identify and correct efficiencies immediately and before subsequent work or the schedule is impacted. Defects and deficiencies identified will be recorded in the Daily Quality Control Report. Once identified, defects and deficiencies will be monitored closely until resolved through re-work, replacement, or other required performance. The status of each deficiency will be recorded on the Daily Quality Control Report until resolved. No additional work which builds on the deficient item will be permitted until the deficiency is corrected. The method used for defect and deficiency tracking include the following:

- ❖ Corrective Action Request (CAR)
- ❖ Nonconformance Report (NCR)
- ❖ Suspension of Work
- ❖ Corrective Action Report

Upon identification of a potential defect or deficiency, the QCM will verbally notify the subcontractor. If the defect or deficiency cannot be immediately resolved, the QCM will issue a Corrective Action Request (CAR). The CAR form will provide the details of the defect or deficiency as well as an expected date that Corrective action should be completed. The intent of a CAR is to provide the subcontractor with notification of a defect or deficiency and provide them with an opportunity to address that defect or deficiency in a timely matter. The CAR is noted on the DQCR

and will be tracked on the Corrective Action Request Log which will be maintained on site.

Nonconformance Report

A Nonconformance Report (NCR) will be issued to the Subcontractor's Project Manager or Representative to ensure acceptable quality of work is performed during the lifetime of the project. The Shams Raondouz CQM or representative on site may issue NCRs for deficiency identified during the life of project that is not immediately corrected the Subcontractor.

Issuance of a NCR indicates a deficiency that is not in compliance with the drawings and specifications and must be corrected before subsequent work can be performed.

NCR Procedures and Clarification Procedures:

Shams Raondouz QC Staff will identify through the course of the three phase Inspection process and daily random inspections any work that does not meet contract specifications;

The QCM or Representative will issue a Nonconformance Report (NCR) for each activity that does not meet contract specifications;

In some cases, it may be determined by the QCM that an item is out of compliance with the specification dose not negatively affect the quality of work. In these circumstances, the QCM may elect not to issue an NCR;

- ❖ NCRs will be issued for any work that is commenced without an approved submittal or Work Plan;
- ❖ The subcontractor will be given three (3) days to respond with a Corrective action after receipt of an NCR;
- ❖ The QCM will determine if work must be suspended until the nonconformance is Corrected;
- ❖ The QCM will determine if another Preparatory Inspection and/or Initial Inspection needs to be conducted prior to resumption of work on the item affected by the nonconformance;
- ❖ An NCR Log will be prepared and maintained throughout the life of the project;
- ❖ All NCRs will be logged and tracked using the NCR Log and a weekly update will be provided to the CLIENT Inspector;
- ❖ The NCR Log will be updated by the QCM or Representative and an electronic update will be provided to the Program Quality Control Manager on a weekly basis.

Clarification:

NCRs will be issued by the QCM or Representative to the highest level subcontractor management on-site. The subcontractor will confirm receipt and acceptance of the NCR by signing and dating, and recording the time of receipt from the QCM;

- ❖ Refusal by Subcontractor's Project Manager will require a Suspension of Work be issued for all work affected by the NCR;
- ❖ Copies of the NCR will be provided to the Shams Raondouz Project Manager, Site Supervisor, and to the Subcontractor;
- ❖ NCRs will be detailed with a description of the nonconformance, and reference to the specific submittal and/or specification that the subcontractor is working to; a root cause for the nonconformance with an expected date for Corrective action completion; and specific action that will be taken to prevent a recurrence of the nonconformance;
- ❖ NCRs will be noted daily along with Corrective action on the Corrective Action Log and the DQCR. This information will be kept current on the DQCR until the NCR is closed and signed off;
- ❖ NCRs will be kept on file during the of the project and archived in Burlingame as required.

Suspension of Work

A Suspension of Work form will be issued to the Subcontractor Project Manager or representative under the following circumstance:

- Any dangerous activity that puts personnel at risk or may damage property or equipment
- If the subcontractor does not respond to an NCR
- A deficiency that is not in compliance with the contract documents i.e. the (Statement of Work) SOW, specifications or drawings.

Meetings

As required by project events, the following types of meeting will be conducted by the QCM:

- ❖ Pre-construction meeting
- ❖ Weekly progress meeting(s)
- ❖ Problem resolution meeting(s)

The QCM will be responsible for preparing and distributing all meeting minutes. Copies of all minutes will be kept in the project files in the Shams Raondouz office at the work site. Each type of meeting is discussed below.

Pre-Construction Meetings

The POR and/or designated CLIENT representative, the QCM, Shams Raondouz Project Management personnel, the site specific contractor, and subcontractors will attend a pre-construction meeting prior to starting the construction at Location. The pre-construction meeting will address the following tasks:

- ❖ Provide each organization with all relevant QC documents
- ❖ Discuss the details of the QC documents
- ❖ Determine if any changes are necessary based on changed site conditions
- ❖ Review the responsibilities of each organization
- ❖ Review the lines of authority and communication
- ❖ Discuss the inspection program
- ❖ Review documentation requirements, document distribution lists, and document storage
- ❖ Review work area security and safety

The meeting minutes will be prepared by the QCM and distributed to the organizations involved.

Status Meeting

Periodically during the project, the PM and QCM will meet the CLIENT representatives to discuss the status of the project and provide an assessment of the construction design progress. The PM or designee will prepare and sign the meeting minutes and acquire the signature of the POR for acceptance.

Quality Control Meeting

After the start of fieldwork, the Project PM will conduct periodic QC meeting with the POC. Meeting minutes will be attached to the DQCR. These meeting may be held in conjunction with other meeting (i.e. project status meetings). As a minimum, the following shall be covered at each QC meeting:

- ❖ Minutes from the previous QC meeting
- ❖ Work or tests accomplished since the last QC meeting
- ❖ Rework items identified and/or completed since the QC meeting
- ❖ Submittals reviewed and approved since the last QC meeting
- ❖ Current schedule and work to be accomplished before the next QC meeting, and the documentation required
- ❖ Status of submittals and submittals required in the near future
- ❖ Establishment of completion dates for rework items
- ❖ Preparatory phase, initial phase, follow-up phase inspections and tests planned
- ❖ Resolution of any QC and production issues and documentation required
- ❖ Revisions to the (Contractor's Quality Control Plan) CQCP, such as change in procedures

QC meeting minutes will be forwarded to the POR by the PM or QCM within seven days of the meeting. The minutes will document the parties present and their affiliations, the topics of discussion, action items identified and responsible party, as well as other QC-related issues.

Reporting and Record Keeping

Technical Reports

The following reports are required for CLIENT construction project:

- ❖ Miscellaneous Technical Report, Detailed Final Report
- ❖ Technical/Field Reports
- ❖ Project Plans
- ❖ Shop Drawings and/or As-built Drawings, include in Final Report
- ❖ Project Specifications
- ❖ Color Photograph Prints (as required)
- ❖ Inspection Reports
- ❖ Survey Reports

Daily Quality Control Report

A Daily Quality Control Report (DQCR) will be provided as an overview of QC activities performed each day as well as the resources and the activities that took place, including those performed by subcontractors. The report presents an accurate and complete picture of QC activities and site management. The combined report documents both conforming and deficient conditions, and will be precise, factual, legible, and objective. Copies of the supporting documentation, such as checklists and surveillance reports, will be attached. Work will be reported using terminology consistent with the work schedule. Shams Raondouz QC Reports will be prepared, signed, and dated by the QCM.

Field Logbook

A field QC logbook will be assigned to be the QCM for documenting details of field activities during QC monitoring activities. The information in the QC log is intended to serve as a memory aide in the preparation of the DQCR and in addressing follow-up questions that may arise. SSHO (Site Safety & Health Officer) input for the DQCR will be documented in writing to the QCM and submitted to the PM daily at the close of business.

Project Files

Shams Raondouz will maintain two distinct forms of files for project documentation:

- ❖ Hard copy
- ❖ Electronic copy
- ❖ Photo Documentation

Digital and film photographs will be taken on site to document project progress and milestones. These photographs will be maintained in the project files and submitted as necessary. In addition, the following information will be recorded for each photograph taken:

- ❖ Photograph number
- ❖ Date of photograph
- ❖ Time of photograph
- ❖ Description of task and location

10.0 Audits

Validation of compliance with Project Plans and TO requirements must be accomplished for each Definable Feature of Work (DFW). The primary validation tool for the Program QCM is auditing. Audits may be scheduled or conducted at random. They may be all-inclusive or spot checks. The type of audit and the method of accomplishment will be established by the QCM prior to performance of the audit.

Audit will be performed on various aspects of each DFW. Field procedure audits will involve the observation of field activities in comparison to written Work Plan (WP) guidelines. Likewise, project plan audits will involve documentation of completion of review and certifications.

Project Records

Shams Raondouz will maintain a project file at CLIENT construction site, available for the POC's review. The project file will contain all pertinent project information, such as communication, contract and TO information, project submittals, data, photographs, subcontract agreements, training records, and other information. The files will be organized in the following order, in accordance with Shams Raondouz procedures:

- ❖ Project Correspondence
- ❖ Blank (contents to be determined by the PM, based on the SOW)
- ❖ PM contract documents
- ❖ Plans and specifications
- ❖ Environmental site activity documents
- ❖ Project status
- ❖ Reports from others
- ❖ Shams Raondouz reports and submittals
- ❖ Photographs and negatives
- ❖ Regulatory documents, permits, and applications
- ❖ Health and safety documents
- ❖ Quality assurance reports and documents
- ❖ Electronic media (PM diskettes, etc.)

Shams Raondouz

HEALTH & SAFETY POLICY

Vision:

Shams Raondouz will be acknowledged by our industry as a leader in health and safety management and capable of delivering high health and safety management and capable of delivering high level health and safety performance across our diverse workforce in all our operational locations.

Commitment:

The Shams Raondouz of Directors has ultimate responsibility for health and safety performance. This responsibility and the Board's commitment to the achievement of health and safety excellence are part of the foundation of our business management system. Shams Raondouz and its business units are therefore committed to:

- The prevention of injury and ill health to all our employees.
- Pursuing the goal of zero accidents and incidents.
- Complying with all applicable health and safety laws and regulations, and applying Shams Raondouz Group standards where the legislation is inadequate or non-existent.
- Continual improvement of our health and safety performance and management systems.
- Transparency in the reporting of the Company's health and safety performance.
- Promoting a culture in which all employees share this commitment and take personal responsibility for safety.

Objectives:

To meet this commitment at Group level Shams Raondouz will :

- Develop health and safety goals and standards which apply across the business
- Set targets and objectives for continuous health and safety improvements.
- Publish regular performance reports and openly discuss our health and safety performance with internal and external stakeholders.
- Periodically review the suitability and effectiveness systems, targets and objectives.

Each Shams Raondouz business unit will:

- Ensure that our health and safety goals and standards are understood and followed at all levels within the business until.
- Set business unit targets and objectives for continuous health and safety improvements.
- Measure, appraise and report on health and safety performance.
- Provide appropriate training for all staff to enable them to carry out their work in a safe manner.
- Ensure appropriate emergency response procedures are in place and regularly tested to minimize the impact of any incident or emergency situation.
- Hold appropriately empowered line management accountable for health and safety performance.
- Include health and safety competences and performance in the appraisal of all staff.
- Empower all our employees to refrain from actions that they consider a threat to health and safety.
- Engage with clients, contractors and suppliers to deliver a high standard of health and safety performance.

Responsibility and implementation:

Responsibility for compliance with policy lies with the Group Chief Executive, Divisional Chief Executives and their respective business unit Managing Directors. It is also the responsibility of all individuals to be aware of potential health and safety risks and to help to reduce these at the locations where they work. Shams Raondouz business units will implement this policy and will conduct periodic audits/reviews to verify compliance and promote continual improvement.