



KAEFER GROUP – QUALITY POLICY

At KAEFER quality goes deep – it permeates our culture. That means we ensure compliance with our processes as well as providing the highest quality and efficiency in our work. On KAEFER's lean journey we create customer value by continuously improving our processes so that they become waste free. It is our objective to deliver our services to our customers without any incidents, on time and in the most cost-efficient way. This includes providing our services right the first time, according to our clients' quality requirements.

To achieve our overall objectives, all KAEFER business units will include the following commitments in their business activities through local processes and create a dialogue with their business partners to ensure adherence and contribute towards client satisfaction based on our activities and products.

MANAGEMENT

- > Ensure proactive leadership at all management levels, acting as role models and ensuring the necessary resources are available
- > Further develop culture and awareness through employee involvement and consultation
- > Set and monitor measurable and challenging objectives and targets to ensure continuous improvement. Establish a set of clear procedures focusing on critical process steps and products and provide proper training
- > Maintain relevant certifications and client standards through our quality plans and procedures
- > Carry out work in compliance with legal and other requirements, such as contractual obligations
- > Monitor the effectiveness of quality plans and procedures. Take action and conduct reviews to ensure compliance and continuous improvement of the management system
- > Identify critical process steps in our business activities when designing and planning to prevent waste, defects or malfunction
- > Provide services and products, which lead to total customer satisfaction

QUALITY ASSURANCE

- > Define standards for product and service design, manufacturing, packaging and shipping
- > Define clear roles and competencies within quality plans
- > Apply change management procedures when change applies

QUALITY CONTROL

- > Provide resources for scheduled inspections of critical services and product applications as part of the product validation process
- > Provide for a standardised and documented hand-over process
- > Establish and maintain an internal and external complaints and non-conformity procedure (such as for reworks, for example)
- > Gather, document and monitor internal and external feedback

LEAN JOURNEY

- > Identify, reduce, and monitor waste to continuously improving our processes so that they become waste free
- > Create a stable workflow and perform the work right the first time
- > Use visual controls and do a proper root cause analysis in the case of performance deviations
- > Work with an optimal crew size and ensure all the material needed is available (right piece, right time, right place, right quantity, right quality)

It is everyone's responsibility to work towards the commitments within this policy. We take action for our quality.

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