

BUSINESS MANAGEMENT SYSTEM



Authorised by Quality Manager

Date: 06 January 2020

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1. REVISION RECORD

QMS Ref	Page #	Revision	Approved	Rev #	Date	DCR Ref
Quality Manual	4	Update issue status.	I.S	2	02/02/2010	2679
Quality Manual	4	Add '(REV B)' after AS9100 in the column header. Add '(REV C)' after '7.1.2' and '7.1.3'.	I.S	3	08/02/2010	2680
Quality Manual	All	Update issue number and DCR number on each page.	I.S	4	23/02/2010	2698
Quality Manual	16	Change 'Specific responsibilities of the Director of Quality (defined as Executive responsible for Quality) and the Technical Products and Approvals Manager (defined as CECC System Manager) are as defined in BS EN 100114-1 and 2' to ' Specific responsibilities of the Director of Quality (defined as Executive responsible for Quality) and the Designated Management Representative(s) are as defined in IEC QC 001002-3.'	I.S	5	14/06/2010	2723
Quality Manual	4 & 5	Add Revision Record for all DCR's raised against the Quality Manual.	I.S	6	27/07/2010	2734
Quality Manual	16	Change 'designated management representative(s)' to 'CESS Systems Manager (or DMR, Designated Management Representative)'	I.S	7	05/08/2010	2741
Quality Manual	9	Add details of Level 4 addition to QMS	I.S	8	21/09/2010	2745
Quality Manual	2	Update contents page. Configuration management, insert 4.3(Rev B)	I.S	9	24/03/2011	2798
Quality Manual	16	Replace 'as defined in QC 001002-3' with 'as defined in IEQC 03-1'	I.S	10	06/04/2011	2803
Quality Manual	6	Update Quality Policy accordingly	I.S	11	20/09/2011	2831
Quality Manual	All	Review quality manual in line with requirements of revision C	I.S.	12	09/03/2012	2872
Quality Manual	10 & 11	Update process map and list to include Purchasing and reword Despatch to Packing Despatch	I.S.	13	21/05/2012	2894
Quality Manual	All	General review of Quality Manual to ensure process approach is achieved	I.S.	14	30/06/2012	2914
Quality Manual	All	Make minor adjustments as per DCR documentation	T.H	15	24/01/2013	2959
Quality Manual	34	Change statement of Continual improvement and detail of activity	T.H	16	18/04/2013	2978
Quality Manual	All	Various Minor Amendments and inclusion of FOD Policy p38	T.H	17	26/01/2014	3022
Quality Manual	14 & 16	Organisation Chart and Company Objectives	T.H	18	09/03/2015	3070
Quality Manual	All	Annual Review , Title change and various minor amendments	T.H	19	04/01/2016	3110
Quality Manual	ALL	UPDATE TO AS9100:2016 Rev D	TH	20	10/05/2018	3196
Quality Manual	1, 4-5, 9, 15 - 20	MVV, Awareness, Product Safety, Planning, Commercial Process Zero Defect & APQP	TH	21	06/01/2020	3297

2. DISTRIBUTION

This Business Management System (BMS) is Amphenol Limited's top-level Policy document and has been developed to the requirements of AS9100 Rev D. The General Manager and Senior Management Team (SMT) are to ensure that all lower level policy, process and procedures flow down these AS9100 Rev D requirements essential for the design, development, manufacture and dispatch of Amphenol product. The BMS is held on the company's intranet as a read only document with one hard copy held by the Quality Manager. All other copies of this document other than those listed below will not be revised; such copies will be marked as **UNCONTROLLED IF PRINTED**.

Internal

Hard copy (Quality Manager)

All employees Intranet

3. INTRODUCTION

Amphenol UK Operations is an innovative and leading manufacturer of connectors, cable Assemblies and interconnect systems for applications within the Civil Aero, Mil-Aero, Defence and Industrial markets.

Our products cover technologies within both fibre optic and copper products. Specific recent solutions incorporate signal conditioning, electro-optic transceivers and line protection units. Cabled systems utilise over moulding and open loom manufacture of both copper and fibre products.

Our UK Operations consists of two divisions with 150,000 square feet of manufacturing space, allowing Amphenol UK to supply the world with a diverse range of interconnect solutions. The Whitstable location manufactures Military and Avionics, RF connectors, Power Connectors, Filter/EMP products, Fibre Optics, Cable Assembly and Hermetic products.

The Nottingham office provides customer service and technical support to key accounts in the region. The Nottingham office specialise in Aero Engine connectors, Rail connectors and their associated assemblies.

Amphenol Limited is committed to **Zero Defect** methodology and as such is endeavouring to standardise all its quality systems to the **AS 9100 and AS13000 series of standards** and deliver product to the **APQP AS9145** Standard. This ensures our customers receive the best quality product and benefit from the cost reductions of standardisation. Deviation from AS standardisation will only be at the expense of a customer request.

4. CONTEXT

4.1 Context of the Organisation

A fundamental requirement of the QMS AS9100 standard is an understanding of the context of the business environment, the organisation and the market within which it operates. This is defined as a combination of internal and external factors and conditions that will influence Amphenol Limited's future approach to its products, services, investments and interested parties within its operating environment. Executive orders (EO) have been introduced within the Business Management System (BMS) and EO-01 – Context of the Organisation, has been introduced for this purpose.

4.2 Needs and Expectations of Interested Parties

Understanding the needs and expectations of Amphenol Limited's interested parties will inform the decision making process, which formulate the policy directly impacting the Business Management System's ability to deliver its intended results. The aim is to provide products and services that consistently meet customer, statutory and regulatory requirements to enhance customer satisfaction.

Amphenol Limited has committed to introducing Advanced Product Quality (**APQP**) and Production Part Approval Process (**PPAP**) IAW **AS9145** as the standard for NPI to ensure the capture and deployment of customer requirements on NPI products.

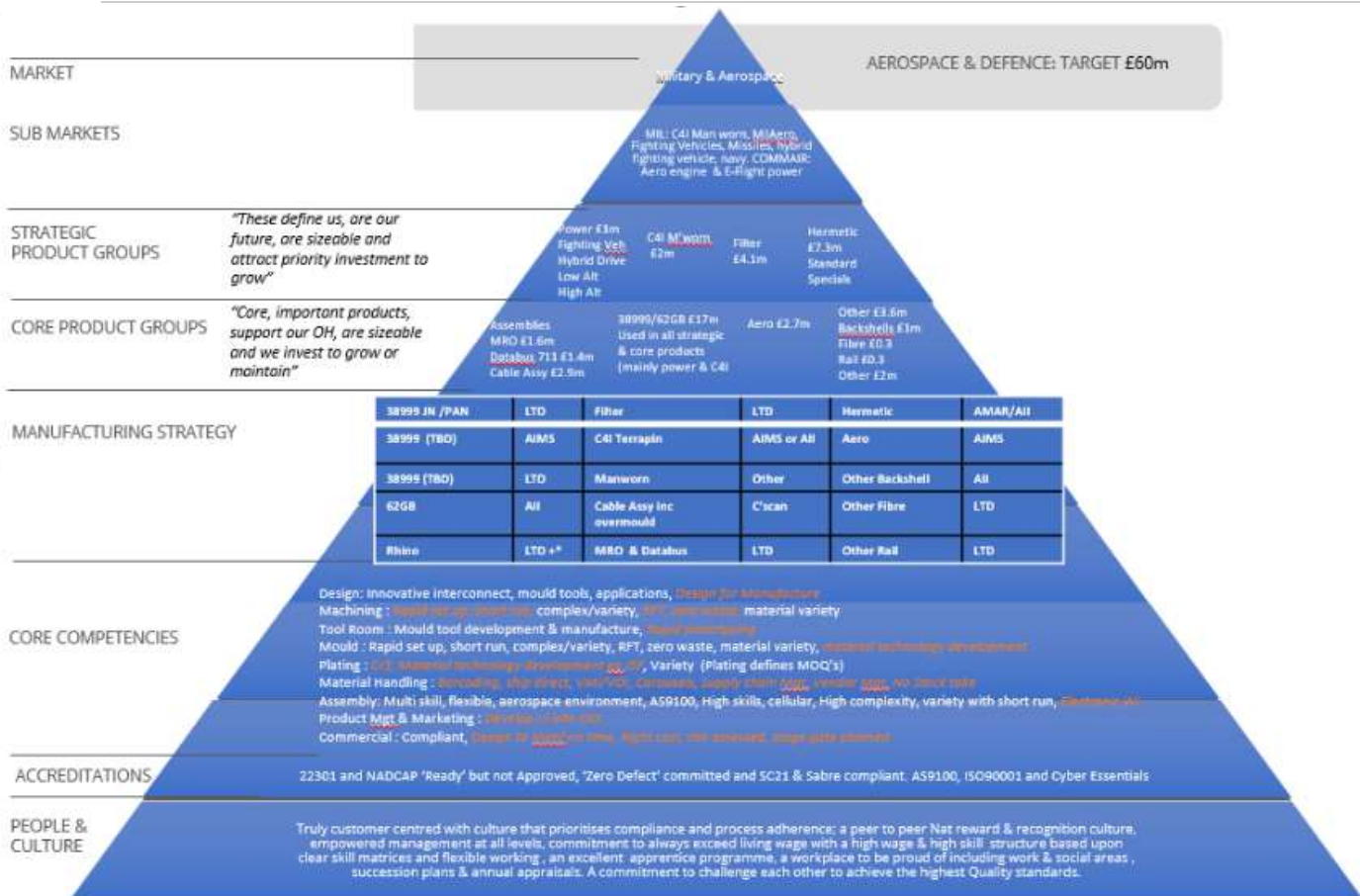
The following methods are used to monitor and gather information

1. Customer Account Reviews
2. Supplier reviews
3. Compliance Meetings
4. Town Meetings
5. JCC Meetings
6. Formal management review meetings

Internal Interested Party	Needs and expectations:	Capture key issues:
Leadership Team/Employees	Shared culture, attitudes and job security and skills development	Employee meetings, consultation and feedback
Intercompany Sales Network	Favourable commercial terms and joint strategies	Performance Reviews
Corporate HQ	Profitability, growth and sustainability	Corporate Strategy, ALtd Strategy, Operational Reviews

External interested parties:	Needs and expectations:	Capture key issues:
Customers	Conforming product (Quality), delivered on-time (Dependability)	Client/customer reviews and relationship management/customer feedback
Suppliers	Beneficial supplier-client relationships	Supplier reviews and relationship management
Insurance Provider	No claims, risk management	Yearly reviews and inspections
Regulatory Bodies	Compliance and reporting	Critical product specification issues and conformity to regulation/laws

Strategy Triangle



4.3 Scope

The purpose of this Business Management System is to formally document the company's quality management system in order to demonstrate the company's quality systems, planning and top management involvement. The ultimate responsibility for the Quality Management System rests with the General Manager throughout. However, compliance is the responsibility of all our employees, it is therefore mandated that all employees follow relevant procedures and work instructions without deviation unless certified to do so by an authorised engineering representative.

It is also a working tool to instruct and guide all employees on the relationships between system processes and product quality and to inform customers of any additional, agreed, quality requirements. Conformance to the Quality Management System standards ISO9001:2015 and EN 9100:2018 (technically equivalent to AS9100D), relevant legislation, industry specific and customer requirements are primarily measured by internal compliance checks, internal audits, and external audits conducted by both BSI and our customers.

The contents of the Business Management System may not be copied or duplicated in any form or made available to any third party without prior consultation with the Quality Manager. All Quality Management System documentation is available for review by customers and the regulatory authorities.

If this manual, or part of it, becomes damaged or lost it must be reported immediately.

Amphenol LTD reserve the right to deviate from any procedure contained within this manual subject to approval by the General Manager [or in the GM's absence] a nominated alternative Director as long as there is no breach of any imposed legal or regulatory requirements.

Note on Exclusions

There are no exclusions to the content of ISO 9001:2015 or AS9100 Rev D.

References, Terms and Definitions:

For the purposes of this document, Terms and Definitions of the latest revision of AS9100 & ISO 9001 apply.

4.4 Quality Management System

The Business Management System documentation has *four* levels to its structure:

Level 1 - The Manual – Includes **Executive Orders** and systematically prescribes the policy and orders to achieve the quality system. Figure 1 illustrates core processes and interaction of the process.

Level 2 - Procedures - describe the main processes and include any regulatory or customer certified procedures. Level 2 procedures sets out the control of activities and policy within each department and their interaction. Level 2 documentation, when required, is supported by instructions, drawings, flowcharts and methods of manufacture as appropriate for individual processes (this list is not exhaustive).

Level 3 – Work Instructions - controlled documentation comprises of 'How To' work instructions, for the business indirect element of the Company. Manufacturing Instructions (MI's) and Process Instructions (PI's) are controlled through PDM.

Level 4 – Blank Forms - Controlled documentation blank forms with reference to work instructions and general requirements as detailed

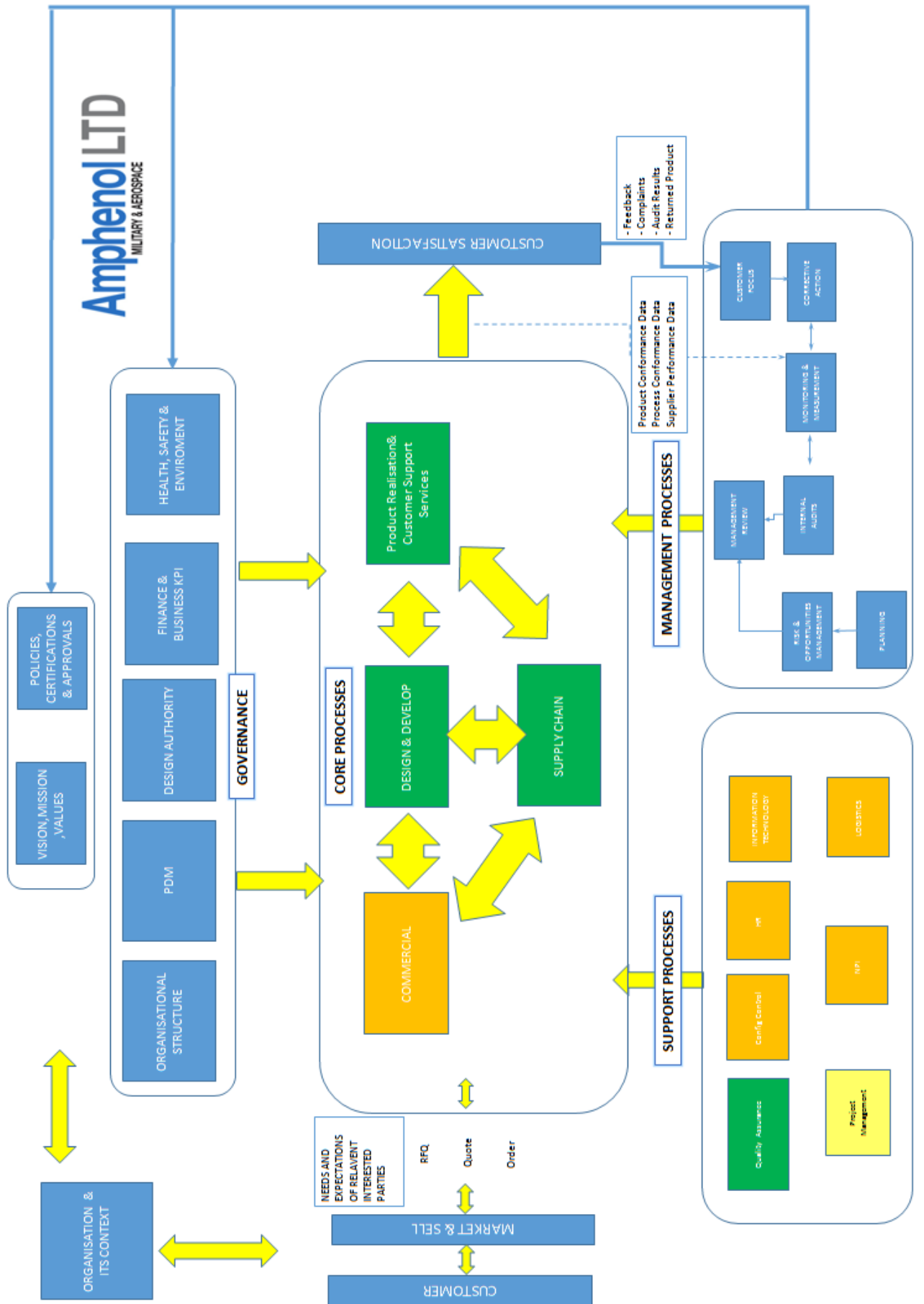
The overall function of the business management system is to establish documented criteria by which all activities within the company affecting quality are planned, deployed and maintained.

The Business Management System shall enhance customer satisfaction, providing a frame-work for continuous improvement.

Standards/Legislation

Where the quality system, product or service is required to comply with national or international standards, legislation, customer specific or defence, requirements, controlled copies of the relevant documents will be retained. These may relate to the company as a whole, particular products or markets. During the contract review stage consideration shall be given to any special regulatory requirements.

Core Processes



Process List

Process Name	Process Owner	Process Effect Measures
Commercial	Commercial Manager	Customer Concerns PPM On Time Delivery
Design Engineering & Development	Technical Director	On Time Delivery Customer Returns Specific to Design Press Log
Purchasing/Supply Chain	Purchasing Manager	Vendor On Time Delivery CAR Response Time - Vendor PPM
Manufacturing / Process	Operations Director	Scrap % of Revenue - Number of Concerns On Time Delivery - Customer Delivery PPM

5 LEADERSHIP

5.1 Leadership and Commitment

The General Manager has direct responsibility for quality, having the authority and responsibility of ensuring that the quality programme is implemented and maintained.

He shall ensure that at all appropriate levels, the commitment to quality is understood throughout the organisation; He is committed, on a regular basis, to review the following areas:

- Quality Management System
- Compliance Management
- Leadership Team
- Quality Management Review
- Needs of employees (JCC)

The Quality Manager is the appointed Management Representative, with responsibility for the maintenance of the quality system and has the freedom and unrestricted access to higher levels of management in order to resolve quality management issues. He ensures that all processes are established and compliant with any legal requirements imposed by regulatory bodies and that agreed customer requirements are complied with.

The Quality Manager reports directly to the General Manager and has responsibility as follows:

- Ensures maintenance and implementation of the Business Management System (BMS) and processes.
- Reporting to SMT & LMT on the performance of the BMS and the need for any improvement
- Ensures the promotion and communication of customer requirements throughout the company.

5.1.1 Leadership Team

The Leadership Team formed from Senior Managers from within Major departments of the organisation are responsible for cross functional ownership of defined objectives set against the Business Strategy Plan. The objectives set are to drive continual improvement to increase efficiency, reduce waste and improve working conditions in order to achieve Safety, Quality, delivery and service.

Leadership Team Members

- Quality Manager
- Operations Manager
- Design Engineering Manager
- Manufacturing Engineering Manager
- Finance Manager
- Customer Service Manager
- Marketing Manager
- HR Manager

5.1.2 Customer Focus

Amphenol Limited is committed to ensuring that customer requirements are met and we exceed their expectations.

The senior management team ensure that our customer requirements are clearly communicated.

The management team will ensure that product conformity and on time delivery performance are measured and reviewed ensuring that appropriate action is taken if planned results are not or will not be achieved.

Every opportunity is to be taken to promote the voice of the customer to employees. Regular reiteration at 'Town Planning Meetings, individual briefings and Customer delivered road shows are aimed at getting across the importance of compliance to regulations and customer requirements.

5.2 Quality Policy

Amphenol Ltd Quality Policy is:

"Customer Satisfaction through our commitment to **Zero Defects**"

1. Our Goal is to exceed our customer expectations through the quality of our products and services. This is achieved through our drive for continuous improvement in quality, underpinned by Innovation, Accountability & Empowerment.
2. Quality and Quality Improvement is every Amphenol employees' responsibility and ultimate goal.
3. Our directives, processes, systems and goals are based on the methodology and a drive towards standardisation using the AS9100 and AS13000 Series of International standards, Including AS9145 Advanced Product Quality Planning (**APQP**) and Production Part Approval Process (**PPAP**).
4. Preventing failures is more important than stopping defects. Consequently, Amphenol Limited is fully committed to a **Zero Defects (ZD)** approach and an intolerance of defects.
5. Our suppliers contribute substantially to the quality of product and services; therefore, our suppliers must live up to the same high-quality standards we have adopted.
6. Communication and employee empowerment are the cornerstones of our principles; this is accomplished by our ongoing commitment to training and our employees' direct involvement in continuous improvement.

Our Business Management System will meet the requirements of:

BS EN AS9100: Rev D
ISO 9001: 2015

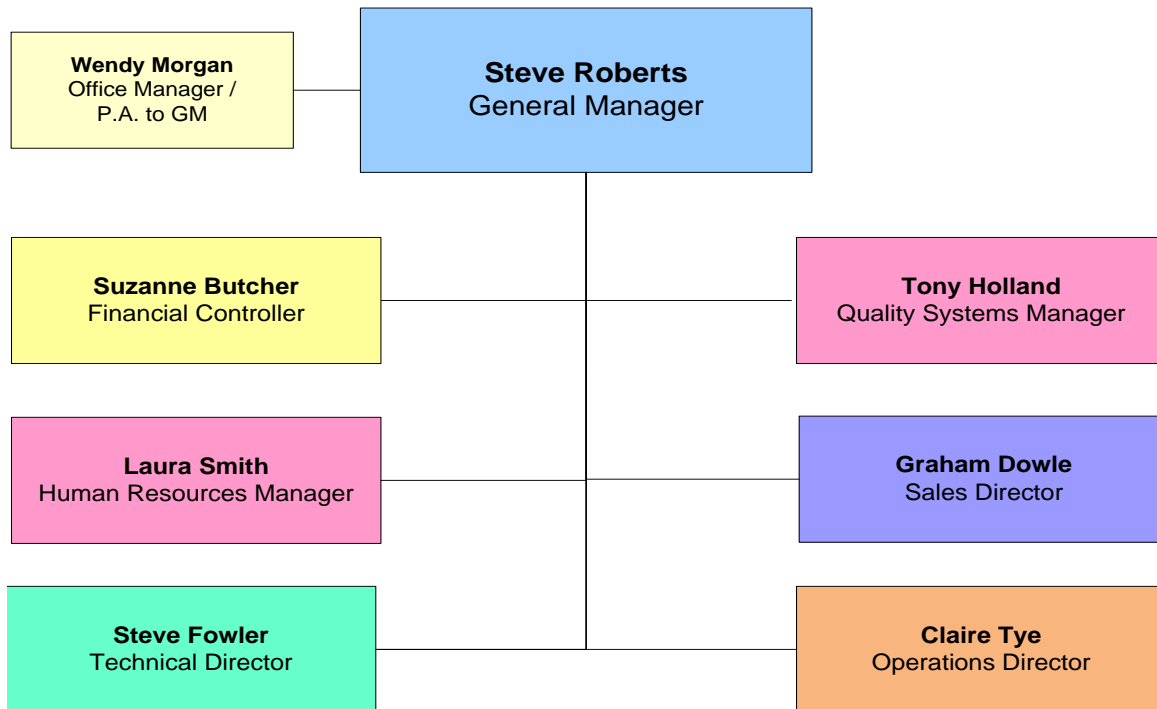


S Roberts
Managing Director

5.3 Company Organisation

Top level organisation is shown below; all individual quality management system responsibilities are contained within related procedure and policies. It is accepted also that appropriate delegation of authority can be given to an appointed representative.

Organisational Charts exist within Amphenol Limited Intranet. HR hold Roles and Responsibilities for all managers, this is also being flowed out for all new employees on HR Cascade system.



6 PLANNING

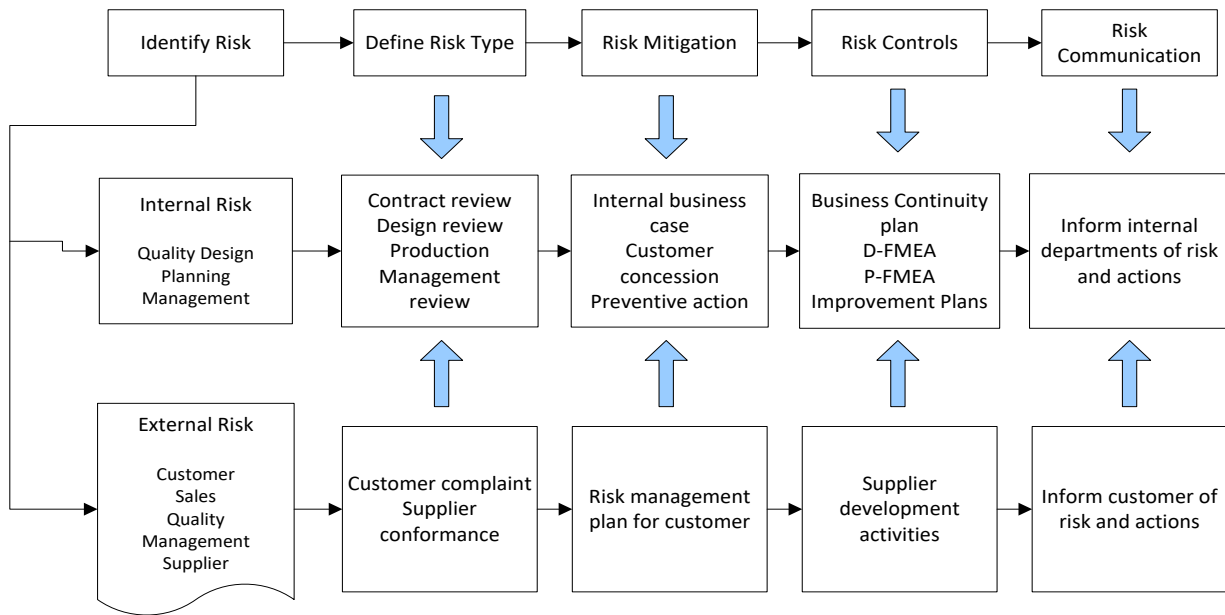
6.1 Actions to address Risks and Opportunities

EO-01, Context of the Organisation SWOT Analysis is reviewed annually prior to defining the Strategic plan. This is presented to Corporate before being flowed down into Leadership Team Objectives. For individual business Opportunities, a risk analysis (WI-Eng-06 & BF-WI-Eng-06) is conducted in conjunction with the design review (WI-Eng-005 & BF-WI-Eng-005).

Amphenol has established a process for managing risk in order to ensure that the applicable requirements are met in relation to the organisation and product.

Amphenol Limited has also formulated a business continuity plan “The Red Book” to ensure continuity of supply to our customers in the event of significant disruptions to our manufacturing customer service process. The Risk Management process is defined as below:

Risk Management Overview

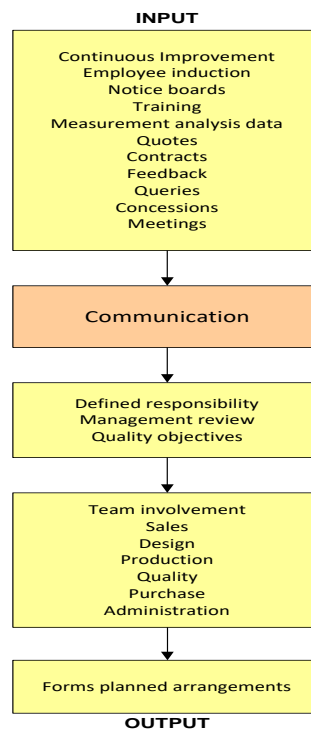


Quality planning is the responsibility of the senior management team who define and document how the responsibilities for quality within the company will be met. Plans will be consistent with the BMS, and documented to suit Limited’s method of operation, ensuring that customer requirements are met.

Satisfaction of these requirements is achieved by effective implementation of all processes and related Quality Systems procedures and work instructions in day to day activities.

Quality system planning and reviewing is performed prior to the addition of significant changes that may have an impact on Amphenol Limited’s, Business Management System in order to minimise the risk of negative effects.

Business Management System Model



Communication and flow of information is of vital importance. This can be demonstrated as an integrated part of processes that require customer awareness. The process model above demonstrates the overview of this process.

6.2 Quality Objectives

Amphenol Limited's Senior Management Team ensures that quality objectives are generated and flowed down from the Strategic Review to drive business direction. These are communicated to the Leadership Team to all Amphenol Limited's employees at Town Meetings.

Each Leadership Team Member has a set of 4 Objectives drawn from the Strategic Review; these are measured by KPI's and updated monthly for the Ops Pack and Leadership Team Meeting. The Objectives also list the Top 4 Annualised cost reduction to drive business efficiency and continual improvement.

In addition, performances to the key defined objectives are reviewed at the management reviews. In the absence of any overriding contractual requirements the safety and reliability of the product will be considered and addressed.

6.3 Change To BMS

The integrity of the BMS must always be maintained when planning changes and must be carried out in a planned manner. All drawings, specifications and quality documents used within the scope of the Business Management System are subject to issue control and authorisation.

Large projects which affect the business and subsequently the BMS are to commence with Senior Management Team and Leadership Team and the use of Tools such as Gap Analysis or a Project Management Plan to communicate the potential consequences and resource required.

Control of Documents: Changes to process and procedure are managed using Document and Data control processes. For the BMS this is the Document Change Request (DCR) and for Manufacturing drawings, specifications, routings, Manufacturing Instructions (MIs) and Process Instructions (PIs), the Engineering Change Note (ECN) is to be used.

The retention of quality records shall be achieved in such a manner that no significant deterioration of the records will take place and that any customer and regulatory requirements are met

Prior to destroying records, permission must be gained from the Quality Management Representative. All records shall be retained for 10 years unless otherwise specified by contract or regulation. Customers with signed contractual agreements must be notified prior to the destruction of any records.

7 SUPPORT

7.1 Resources – (People/Environment/Infrastructure)

The Managing Director shall ensure that sufficient physical resources and personnel are available to undertake required management, performance of work, inspection, test and auditing activities.

Individual managers identify the need for such resources and personnel and ensure that when available they are either deployed or employed effectively and consistently.

7.1.1 CMM Lab

The CMM Lab is fully equipped with 2 Axiom High Speed Co-ordinate Measurement Machines and a and a Micro Vu Vertex Multi-sensor Optical Vision System for product verification, ISIRs and FAIR.

7.1.2 Independent Test House

The Test House is predominantly an independent facility used for the test and qualification of product. The Test House operates its own manual, for Testing and Environmental functions. Technicians located within the Test House also conduct calibration of mechanical and electrical equipment. For this function processes exist within the BMS.

The Test and Environmental Compliance Manager with responsibility for test house functions reports to the Technical Director.

The boundaries, authorities and responsibilities of the Test House are summarised as follows:

- Qualification Approval and Maintenance of Approval testing for all MIL-DTL (DESC) and proprietary products, including liaison with the various approval authorities and the preparation and submission of reports.
- Carrying out mechanical, electrical and environmental testing associated with the development and approval of Amphenol Ltd's product range.
- Operation of the Test House as an Independent Approved Test House as defined ***in accordance with the Test House Manual, 123GB-0347.***

7.2 Competence

Executive Order EO-02 ensures that effective training has taken place prior to the employee being authorized to carry out that activity unsupervised on the departmental skills matrix. The individual **SHALL** be trained to the relevant processes and procedures required to carry out a particular activity, understand the requirements of the process, where to access the required instructions, the correct equipment to be used, inspection processes required IAW EO-03 and understand the significance of the signature for carrying out these activities.

All employees involved in management, performance of work and verification activities that have a discernible effect on the quality of product or service provided for the customer shall be trained to an appropriate level of competence as determined by the planning of the defined processes or associated to process objectives.

Each functional manager is responsible for the identification of training competence requirements for all employees whose work in any way affects the quality of the product or maintenance of the quality system. All employees will receive induction training, which incorporates an explanation of the company's:

- Quality Policy Statement
- Health and Safety and Environmental Policies
- The company mission and vision
- Key departmental and any specific objectives and key performance indicators

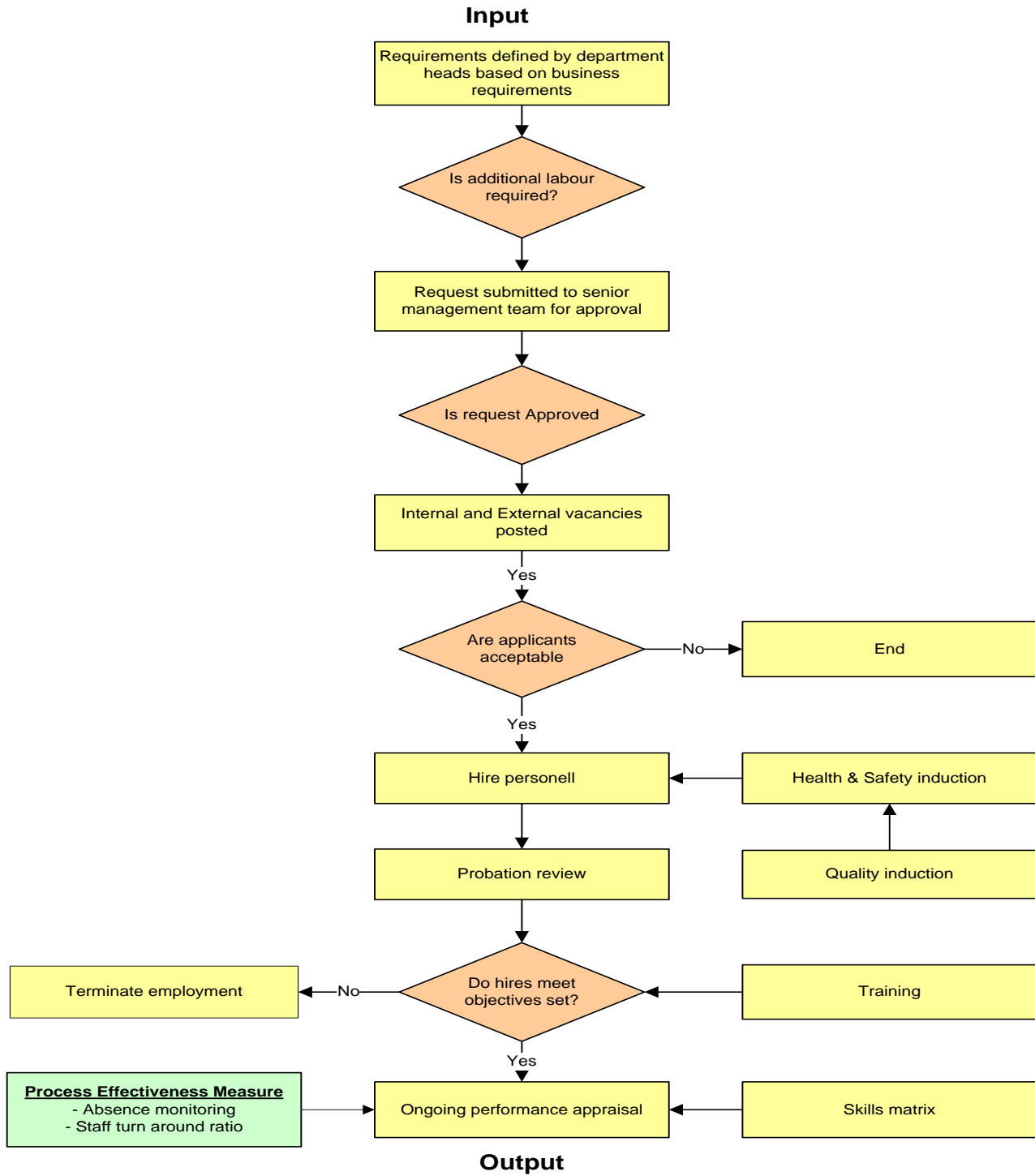
Amphenol Limited considers and addresses many differed aspects of the work environment

- Facilities
- Health & Safety
- Environment laws and regulations
- Housekeeping
- Special working conditions – i.e. ESD / Lighting, Authorised, Access, Environmental controls

Additionally Amphenol Limited ensured that for new procedures or significant changes to an existing process consideration is given to:

- Workspace
- Associated facilities for the workspace
- Equipment required
- Services for support

Process Flow Chart: Provision of Resources
Process Owner: Human Resources Manager



7.3 Awareness

All new members of staff go through Induction Training, one of which is a Quality Induction to raise awareness of Amphenol Limited policy and BMS requirements. An induction pack is given to each employee on joining which contains the ethics policy, drugs and alcohol policy and behaviour expected when becoming a member of the Amphenol Team. In addition, production areas have notice boards and there are team meetings every morning to bring emergent issues to light, which are forwarded to the daily Accountability meeting.

Each manufacturing area has its visual management boards, which display departmental contribution to quality. Additionally, the monthly PPM results are shared with the company, so all employee are aware of the contribution to overall performance.

Implications of non-conformance are regularly communicated from Zero Defect Induction training, Town Hall Meetings and Voice of the customer Meetings.

Quality updates are not only updated in the intranet, but also a Quality Dissemination Quality Notice is issued to inform all employees of the latest changes to documented information.

Employee contribution to product safety and conformity is always reiterated at town hall meetings with promotion of Zero Defects material. The company has also launched a Zero-Defect award scheme for cells to get involved with zero defect implementation.

Emergent production Issues are raised using Quality Care Points or Quality Alerts

7.4 Communication

Amphenol Limited ensures that the performance and effectiveness of the Quality Management System is shared in the following ways:

- Company Intranet
- Employee team briefs – Managing Director
- Leadership Team Meetings
- Area Morning Meeting and shift change meetings
- Performance data posted on visual management boards
- Accessibility to Fracas Database for the status of corrective and preventative action
- Let's Connect media displayed in the factory and the canteen
- JCC Meeting (Joint Consultative Committee) between workers and Senior Management.

7.5 Documented Information

Changes to process and procedure are managed through the use of Document and Data control processes. For the BMS this is the Document Change Request (DCR) is used to propose an amendment to the BMS and are authorised by the Quality Manager.

For Manufacturing drawings, specifications, routings, Manufacturing Instructions (MIs) and Process Instructions (PIs), the Engineering Change Note (ECN) is to be used. This document outlines the changes required and contains an Authorisation Sign Off Box, the Sign Off approvals is contained within WI-ENG-002.

The retention of quality records shall be achieved in such a manner that no significant deterioration of the records will take place and that any customer and regulatory requirements are met

Prior to destroying records, permission must be gained from the Quality Management Representative. All records shall be retained for 7 years unless otherwise specified by contract or regulation. Customers with signed contractual agreements must be notified prior to the destruction of any records. WI-QA-16 Refers.

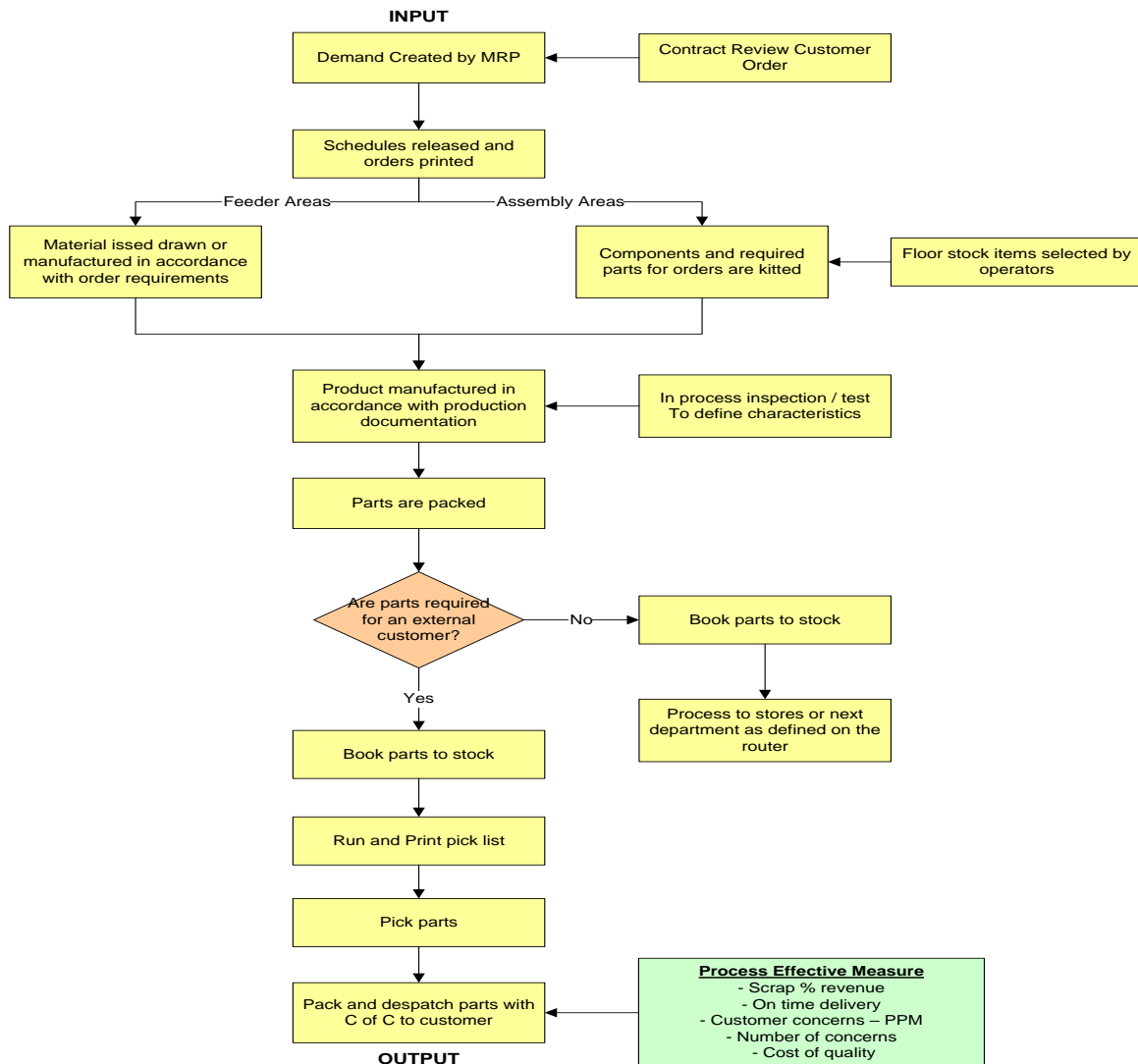
All controlled documents are only available in their latest version from the Intranet or PDM system. Once printed, documents are uncontrolled and for reference only.

8 OPERATION

8.1 Operational Planning and Control

Phase 1 of the APQP Process - Planning of product realisation is achieved via the review of the customer requirements in conjunction with the existing known capacity and programmed work, all new work is reviewed via the contract review process. 'Plan to succeed'!

- Understand 'Customer Needs' and expectations to formulate a plan
- Understand the risk before committing cost and resource
- Understand capacity to meet customer Requirement and Demand Rate
- Obtain correct information to build solid foundations of a plan
- Main Objective, deliver to agreed commitments and **Do Not commit if not capable**
- **Manufacturing Process**
- **Process Owner: Planning/Operations Manager**

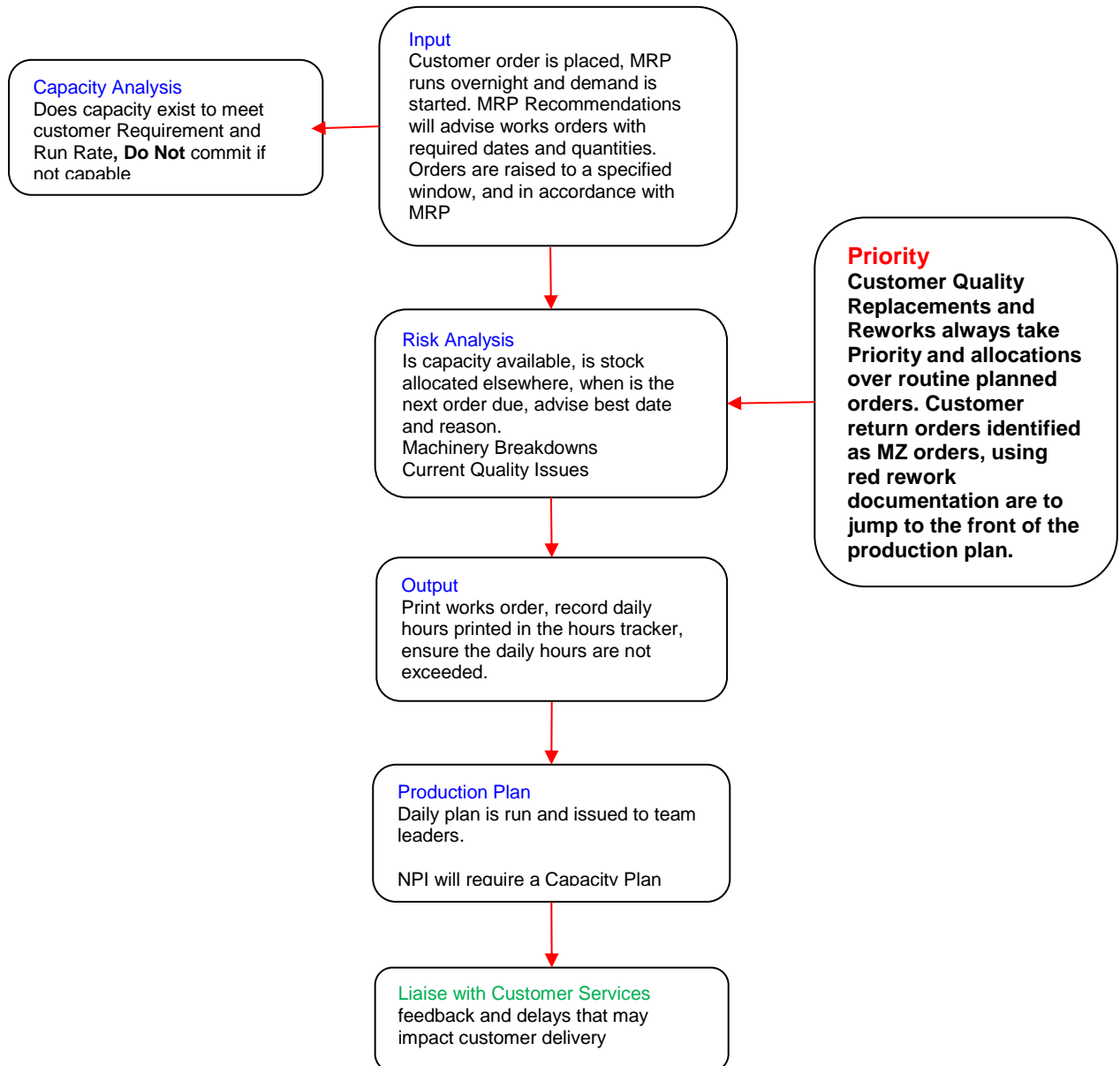


8.1 Operational Planning Cont.'

Planning product realisation is carried out for all PO. Where catalogue, low volume orders may be processed at risk, but care must always be taken that capacity is allocated as orders accumulate. For NPI and Large volume catalogue orders, a capacity plan **SHALL** be produced to de-risk potential capacity issues. Capacity Planning includes the required verification, validation, measurement, inspection and test activities specific to the product or approval specification defined. The capacity Plan must always consider the supply chain.

Planning Process

Process Owner: Planning Manager



8.1.1 Operational Risk Management

New and updated designs are subject to the Pre-Production Design Engineering Process (WI-PRE-001), once the gate stages of the Design Review have been passed, the ownership of the package will transfer between Design Engineering to Pre-Production. The Aim of this process is to identify and mitigate any risks in the design and/or production processes before transfer to Operations. Successful adherence to these processes will ensure On-Quality and On-Time Delivery of the customers' product.

8.1.2 Configuration Management

Configuration control is managed through the Engineering Database within XA for routings and PDM for the product Drawings, Specifications, Manufacturing Instructions (MIs) and Process Instructions (PIs) to enable control the physical and functional attributes throughout the product lifecycle.

Configuration Management is covered by the four basic functions, below:

1. Item Identification
2. Change Control
3. Database
4. Configuration Audits, prior to release

Control of Work Transfers - If business needs dictate that work is to be outsourced or Sub-Contracted outside of Amphenol's approved manufacturing facilities, this process will be facilitated under control conditions ensuring that all customer specific requirements are always adhered to. Outsourced activities are to be planned and used companies on the Approved Supplier List.

8.1.3 Product Safety

Where appropriate, operational controls shall be implemented to assure product safety during the entire product life cycle. These activities may include:

- a) Assessment of hazards and management of associated risks covered by 8.1.1; new contracts/NPI and changes to contract will go through Design review (WI-Eng-005) which contains the Requirements Review (RR), Preliminary Design Review (PDR), Critical Design Review (CDR) and Production Readiness Review (PRR) processes. Contained within this process is a Risk Assessment (WI-ENG-006).
- b) Amphenol Limited components are not in themselves deemed as critical. However, customers' utilisation and deployment in service may deem the product critical by association. Customers are to state the criticality of component usage when placing a purchase order. Where doubt as to the exact requirements of the customer, ALtd is to ensure that the customer is fully aware of the usual inspection and test criteria and should an independent and separate requirement exist IAW Def-Stan 05-61 Part 9, the standard Lead Time and Cost will not apply.
- c) All failure reports are analysed and where safety has been deemed a factor, appropriate action is taken, such as Product Alerts, Customer Notifications, Internal Alerts.
- d) Where product safety has been deemed an issue, this is communicated to employees via one or all the following means, Specific Employee Meetings, Town Hall Meetings, Voice of Customer, Internal Alerts and incorporated into the training of personnel where appropriate.
- e) Product details, specifications and safety information is detailed in product catalogues, Declarations of Design Performance (DDP) and data sheets where applicable.

8.1.4 Prevention of Counterfeit Parts

Amphenol Limited operates Counterfeit Prevention Guidelines (WI-QA-042) which works in association with the Product Receiving Inspection and Test process (WI-QA-018) and Purchasing Policy P-QA-014.

Amphenol Limited shall only purchase or source active components directly from the OCM, OCM authorised (e.g. franchised) distributors or aftermarket manufacturers. The use, sourcing or purchasing of non OCM authorised independent distributors or brokers is not permitted. Components delivered via Amphenol Approved Sources will only be accepted if the OCM CofC accompanies the product and direct links and traceability can be established with the vendors CofC.

All BAE active components must only be procured from the OCM or their authorised distribution. Brokers represent a significant source of counterfeit product and must be avoided.

Counterfeit or suspect counterfeit parts shall be controlled to prevent re-entry into the supply chain.

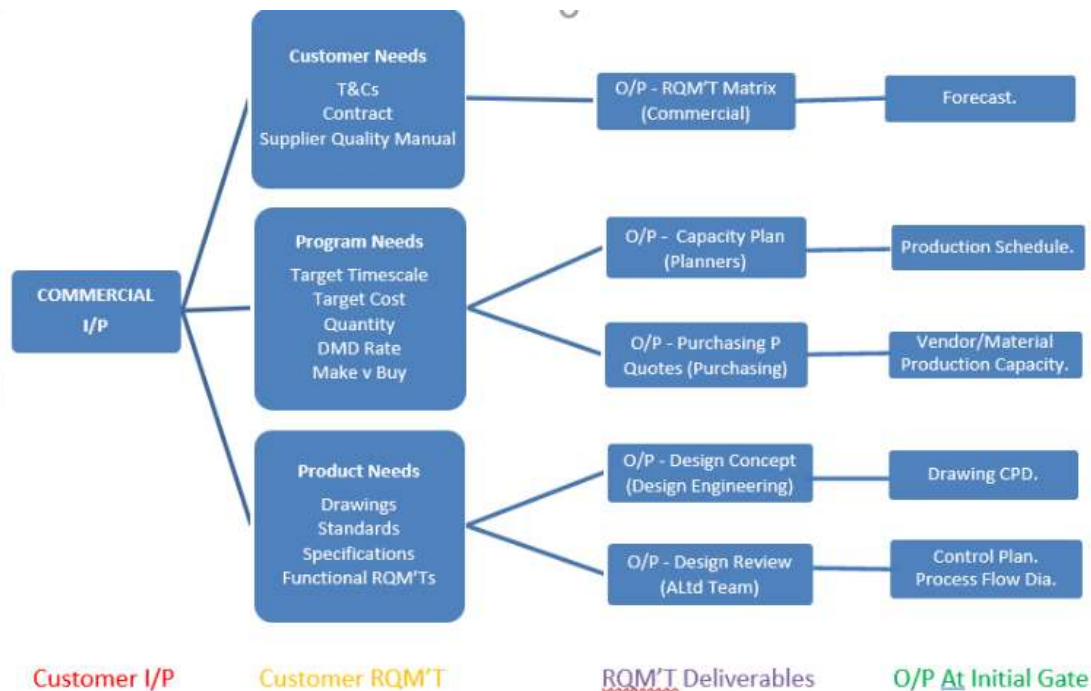
8.2 COMMERCIAL PROCESS - Requirements for Products and Services

APQP Phase 1: Define the Program elicit Customer Requirements and Expectations.

The goal is to capture customer inputs and needs, benchmark data, lessons learned, regulatory requirements, technical specifications, company know-how and strategy into a product concept and realization plan. This includes identification of the high-level technical, quality, and cost targets.

The output of this work includes: Requirements Matrix; Data Pack; Capacity Plan; Design Concept, Cost and Delivery target agreements.

New contracts/NPI and changes to contract will go through Design review (WI-Eng-005) which contains the Requirements Review (RR), Preliminary Design Review (PDR), Critical Design Review (CDR) and Production Readiness Review (PRR) processes. Contained within this process is a Risk Assessment (WI-ENG-006).



8.2.1 Customer Communication

Formal communications channels are initially established by the Commercial Department during NPI discussions. For customers purchasing catalogue parts direct from the catalogue, communication is established through the Customer Services Department. A website is also maintained which provides information relating to the extensive product range company data, supported by an information email system which is always monitored.

More established customers will also benefit not only from their allocated Customer Services Representative, but also an Account Manager, who will handle enquires, facilitate contracts and orders and make regular visits at the customers site.

There is a RMA@amphenol.co.uk email as well as info@amphenol.co.uk email for the raising of product complaints or customer returns, as well as seeking advice.

8.2.2 Determining the Requirements for Products

The Commercial Department will take the project lead for all NPI product entering ALtd, and for products that have been deemed to expose the business to increased commercial risk in quality, cost or delivery. A multidisciplinary approach will be used throughout this process to ensure effective communication. This will typically include Design Engineering, Manufacturing Engineering, Quality, Production Staff and Purchasing.

Other stakeholders will be included as appropriate such as Customers and Vendors and other internal departments as required.

The Commercial Department is to identify and review:

- The Needs of the Customer, (Customer, Regulatory and Internal Requirements including special requirements), Supporting Technical Specifications/Approvals, Timescale, Demand Rate, Target Cost;
- Lessons Learned from Previous Designs, benchmark data, current manufacturing capability, reliability data and FRACAS Data;
- Targets for product safety, performance, service life and durability;
- ALtd can meet the claims and specifications of the product it offers.

NOTE: Commercial - Where the customer has not formally specified customer/product requirements, it is up to ALtd to define these requirements, which in most cases will be as per standard product specifications and approvals.

NOTE: Purchasing - It should be noted that a preliminary Sourcing Plan should be instigated in this phase and 'Make v Buy' decisions.

NOTE: Planning - A capacity Plan is to be developed and issued to the customer taking into consideration current capacity, Lead-times and external deliveries.

NOTE: Where a Commercial Lite process is followed, i.e. APQP Phases 2 [Product Design & Development], 3 [Process Design & Development] & 4 [Product & Process Validation] will not be carried out, a PPAP will not be required.

8.2.3 Review of Requirements for Products

ALtd SHALL ensure it can meet the requirements for the products it offers. As such ALtd shall, before committing to supply products to the customer review the requirements and expectations, this will include:

- Requirements specified by the customer, including requirements for delivery;
- Requirements not stated by the customer but necessary for specification or intended use;
- Requirements specified by ALtd
- Statutory and Regulatory requirements applicable to the product;
- Contract or order requirements differing from those previously expressed are resolved and cost and or Leadtime adjusted where required.

NOTE: If upon review ALtd determines that some of the customer requirements cannot be met or only partially met, Commercial Department SHALL negotiate a mutually acceptable requirement with the customer.

Note: Customer Requirements shall be documented and confirmed with customer before acceptance of contract. **Do not commit if ALtd cannot deliver!**

8.2.4 Changes to Requirements.

The above process is designed to ensure fluid communication exists between Customer and Supplier to ensure the right product is delivered On Time, Right First Time, and a degree of flexibility and negotiation is required on both sides to meet the customer requirements and expectations. Once the requirements have been agreed, any further changes to requirements will need to be costed and will impact Leadtime as resource will need to be reallocated.

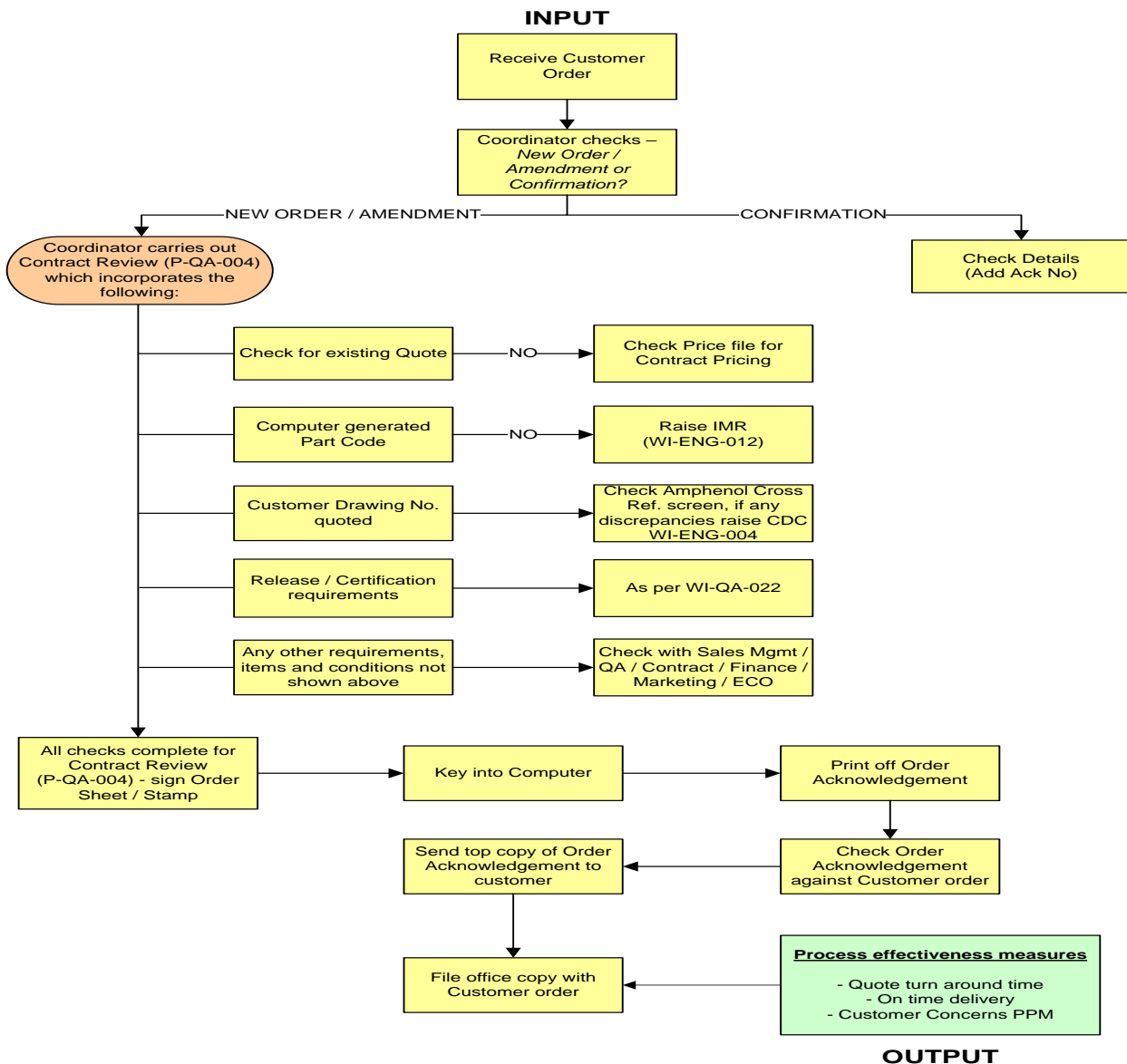
8.2.5 Customer Services

The detailed Commercial Process is not applied to Commercial-off-the-Shelf (COTS) items (catalogue Parts) where reliance on system Leadtime and MRP information is essential to process orders within an acceptable process time. It is therefore imperative that risk-based thinking is applied, and any concerns are raised immediately with management.

COTS parts may be flagged on MRP system as EREV or PPROD etc or not made for over 2 years and represent some form of risk to the business or customer that needs mitigation before proceeding. Commercial Lite Process will be invoked for these orders.

High Value/High Volume COTS product may expose the business and customer to increased commercial risk in cost or delivery. This risk may not initiate a Full Commercial or APQP process, but the risk should be mitigated before committing to the customer order.

Contract Review and Order Processing Process Process Owner: Customer Service Manager



8.3 Design and Development of Products – APQP Phase 2

Determination of Requirements Related to the Product

Prior to the acceptance of a contract the customer requirements are defined and communicated to the responsible or affected functions e.g.

- Project Management
- Design Engineering
- Operations
- Quality Assurance
- Sales & Marketing
- Continuous Improvement
- FOD prevention. Training and awareness of all employees.

In order to ensure proper documentation of all requirements and importantly to determine if they can be met.

Review of Requirements Related to the Product

The scope of work and all customer requirements and associated risks are fully understood and if necessary clarify with the customer.

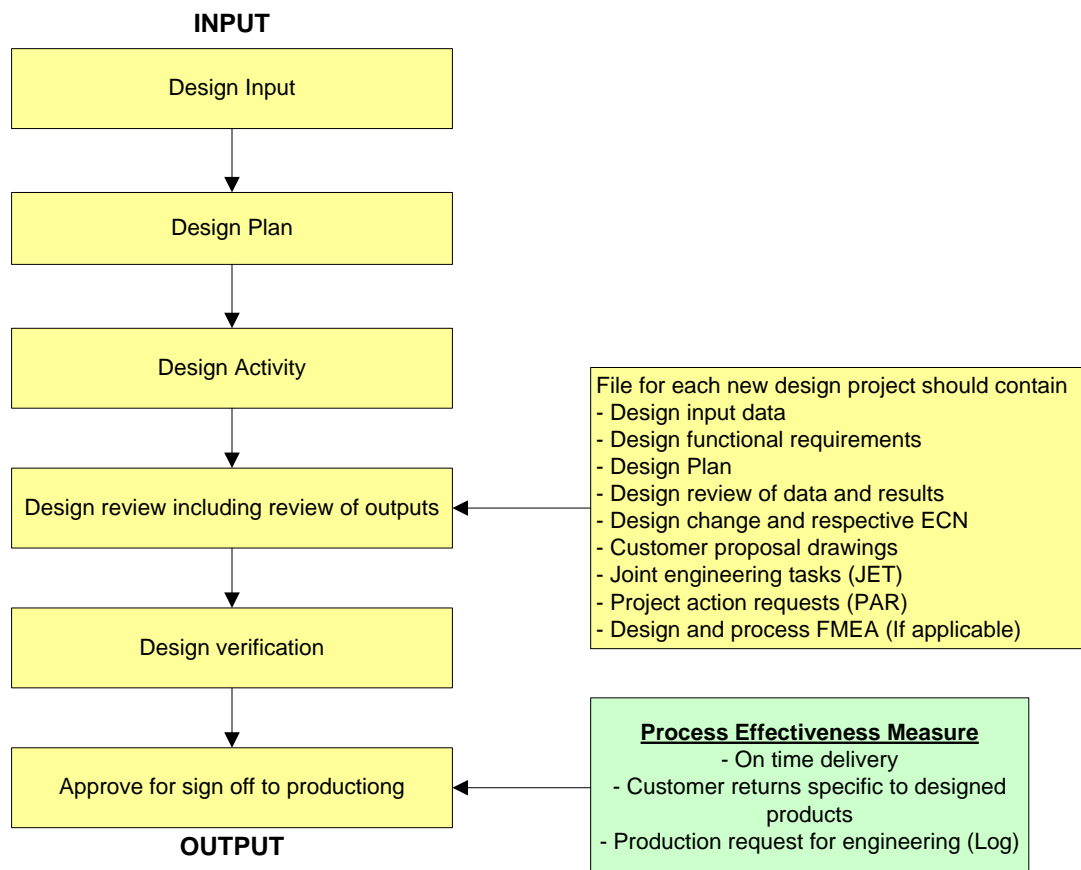
Any discrepancies between the contract and the order are resolved before acceptance of the contract.

Design

Where components, products or systems are required, and are outside the scope of our standard products they will be subjected to our design process. All new designs are subjected to final sign off approval prior to release to production. This approval for product released is dependent on sign off and approval by the Quality Assurance and Operations Director

Process Flow Chart: Design

Process Owner: Technical Director



8.4 Control of Externally Provided Processes, Products and Services

Purchasing

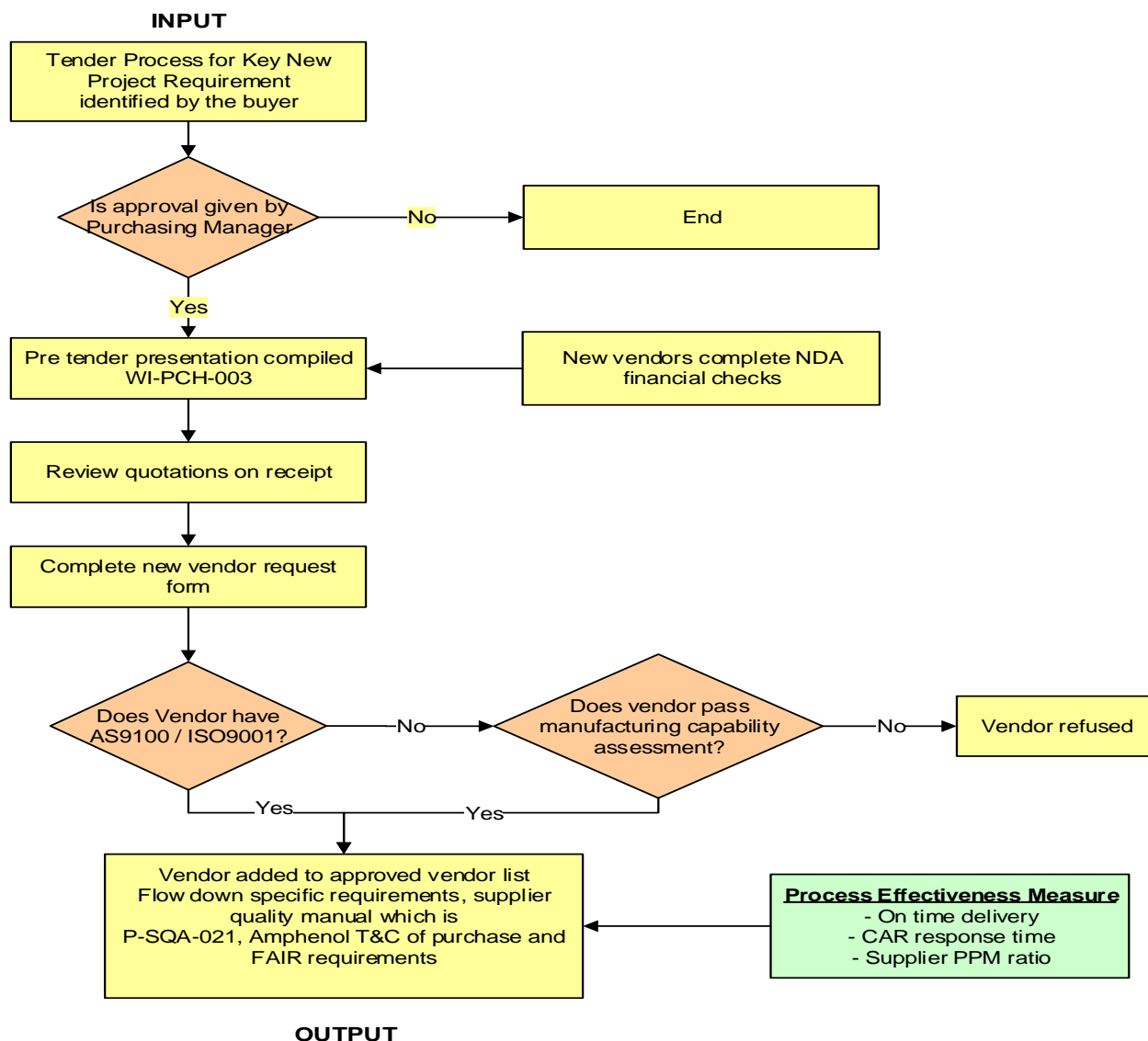
Sub-contractors and suppliers will be selected on the basis of cost, delivery, technical competence and including their ability to meet and maintain quality requirements in accordance with pre defined criteria, this criterion is defined by both commercial and quality assurance departments

Before a new sub-contractor is used for the purchase of goods, material or service, they will be fully evaluated to establish suitability.

Existing suppliers will be evaluated on an ongoing basis, to ensure development and improved performance,

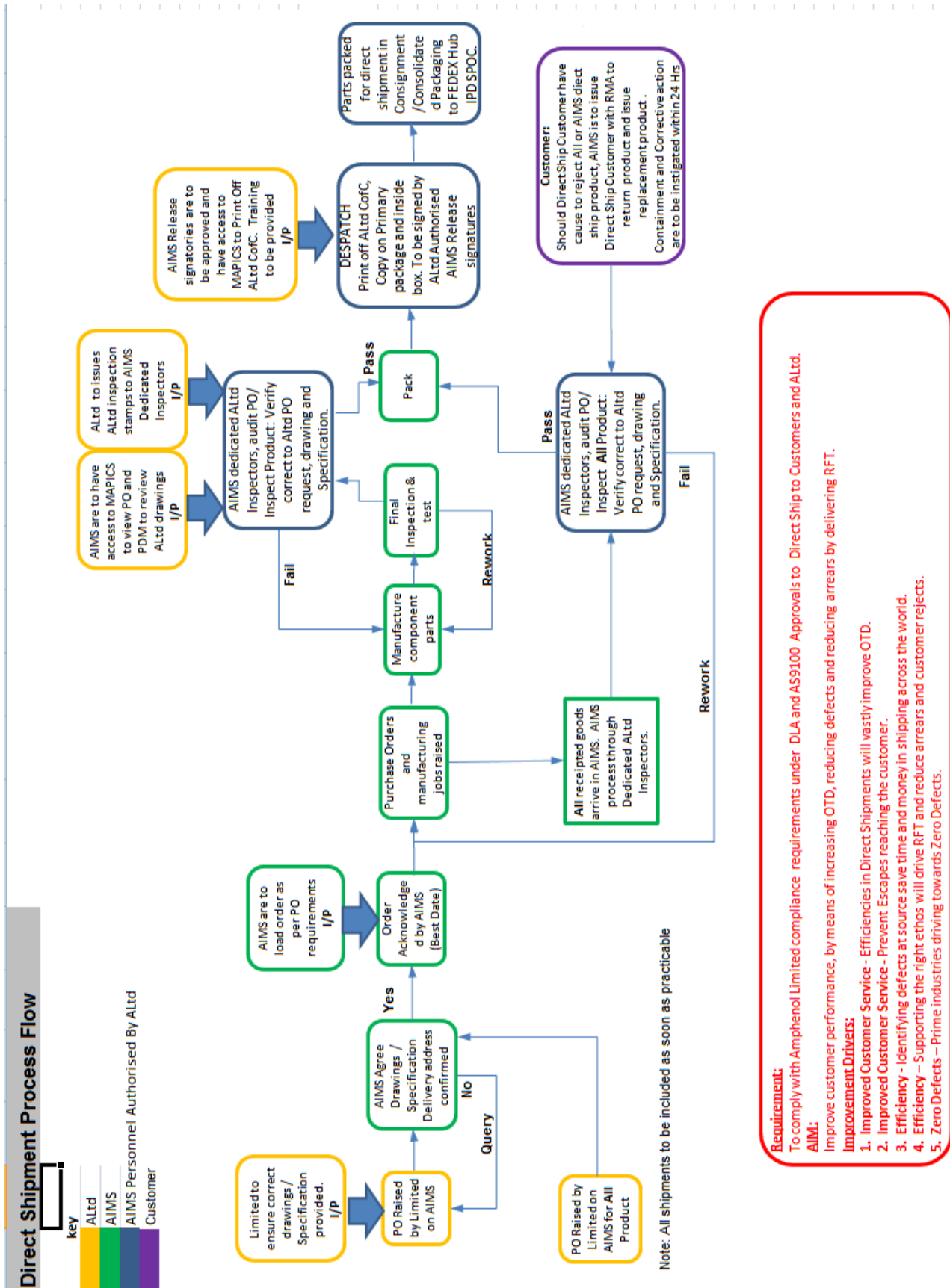
Process Flow Chart: Purchasing

Process Owner: Purchasing Manager



Direct Shipments

Amphenol Limited can Direct Ship to Dock or Direct Ship to Distribution from its sister companies in India. To ensure product conformity to drawing and requirements, Dedicated AIMS Inspection personnel are to inspect all product released on Amphenol Limited’s behalf and stamp the product prior to release with the Amphenol Limited issued authorisation stamp.



8.5 Production and Service Provision

Processes for the manufacturing, inspection, verification test are identified and carried out under controlled conditions to ensure the quality of product and services.

Documented procedures defining these processes are provided by means of drawings, specifications, workmanship standards, process and manufacturing instructions.

Inspection and test is conducted at specific points during the manufacturing process.

Manufacturing routers provide evidence that all manufacturing and inspection/verification operations have been completed. Controlled conditions also include as applicable:

- Accountability of all products during production (e.g. part quantities, split orders, non conforming product)
- Provision for the prevention, detection and removal of foreign objects.
- Human Factors – Implementation of actions to prevent human error.

Note on Special Processes:

- Amphenol Limited operates the Plating Shop for its own internal use for surface finishes developed and approved in connector manufacture. ALtd do not offer plating services to any customers. As such ALtd will comply with all legislation, but do not intend to certify to NADCAP.

8.5.1 Product Process Verification

A representative item from each production run is used to verify that production process & documentation can maintain product quality. 1st Offs and where required ISIRs are used to verify conformity.

First article inspection is performed in compliance to AS9102

8.5.2 Identification and Traceability

Amphenol Limited maintains the identification of the product by way of coding product with a unique Amphenol Whitstable reference 'AMB' in addition to part description and week of manufacture.

Traceability is maintained to unique batch number referencing for example, unique serial numbers, date codes and part descriptions to determine the source of material used to build the product.

Appropriate records are maintained for the retrieval of the traceability of delivered/manufactured product.

8.5.3 Customer Property

All customer property shall be identified verified and stored in a manner so as not to cause any deterioration or compromise its intended use.

Customer property is also the provision of intellectual property including but not limited to:

- Drawings
- Specifications
- Electronic data

All Documents, Records, gauging, stamps or other customer supplied products is to be returned on notification from the customer or when business with the customer has ceased.

8.5.4 Preservation of Product

The movement, protection and identification of materials is the responsibility of the relevant departments where material reside, this responsibility includes the safe handling and protection of materials and products during transfer between departments.

Secure storage is provided for the isolation and protection of materials and goods pending use or despatch. At regular intervals stock levels are assessed for accuracy along with deterioration where appropriate stock rotation shall apply.

All goods despatched by the company are suitably packed to withstand all expected commercial handling conditions en route, packaging for protection during transportation and storage is to be considered during the Design Review PRR process.

Where there is contractual packaging requirement this will be met during contract review.

8.5.5 Post-Delivery Activities Warranty & RMA

ALtd Shal meet post-delivery activities associated with its products and customer contracts.

In all instances where Amphenol becomes aware of a product non-conformity, it will endeavour to alert its customers at the earliest opportunity, usually in 24 hours or receiving evidence.

ALtd standard catalogue part warranty is 6 Months, except where separate contacts have been agreed and signed that extend this requirement. Items outside warranty will not be accepted back for replacement or repair, unless there is a clear non-conformity made during manufacture and the product is unused and traceable.

All products being returned for investigation are to be returned by requesting Return Material Request (RMA) on email at RMA@amphenol.co.uk and an RMA number will be issued for the return of product and an entry made in the FRACAS, Failure Reporting And Corrective Action System.

8.5.6 Control of Changes – Source Change

The standard requires that that all changes SHALL be controlled for production, to the extent necessary to ensure continuing conformity with requirements.

The following personnel are required to approve proposed changes:

- Critical features affecting Fit Form or Function - Quality Manager and Design Engineering Manager.
- Process Changes - Quality Manager and Manufacturing Engineering Manager
- Purchasing Source Change - Quality Manager, Design Engineering Manager and Purchasing Manager.
- Where products are 'Sealed Route' by either customer drawing, CPD, contract or Approval Body (Mil, JN, PAN, ESC) the customer or approval body must be informed before the change takes place and their approval obtained.

NOTE: Due to the governance and due diligence required for aviation product, source changes are required for sealed route product. Where it is deemed approvals may have been affected, product reapproval may be required. As such Source change of Sealed Route product should always be considered as a long-term process, instigated for the product family and not just an individual item, as the process will inevitably incur lengthy delays and considerable cost.

Due to the severity and adverse consequences of violating regulatory or contractual obligations, all proposed source changes that affect QPL product are to be process through the AMAO Group General Manager and AMAO Group Legal Counsel IAW Amphenol Memorandum from AMAO Legal Counsel. (Copy \\STORAGEB\Public_Share\Q A\QMS\Quality Manual\Quality Memorandum).

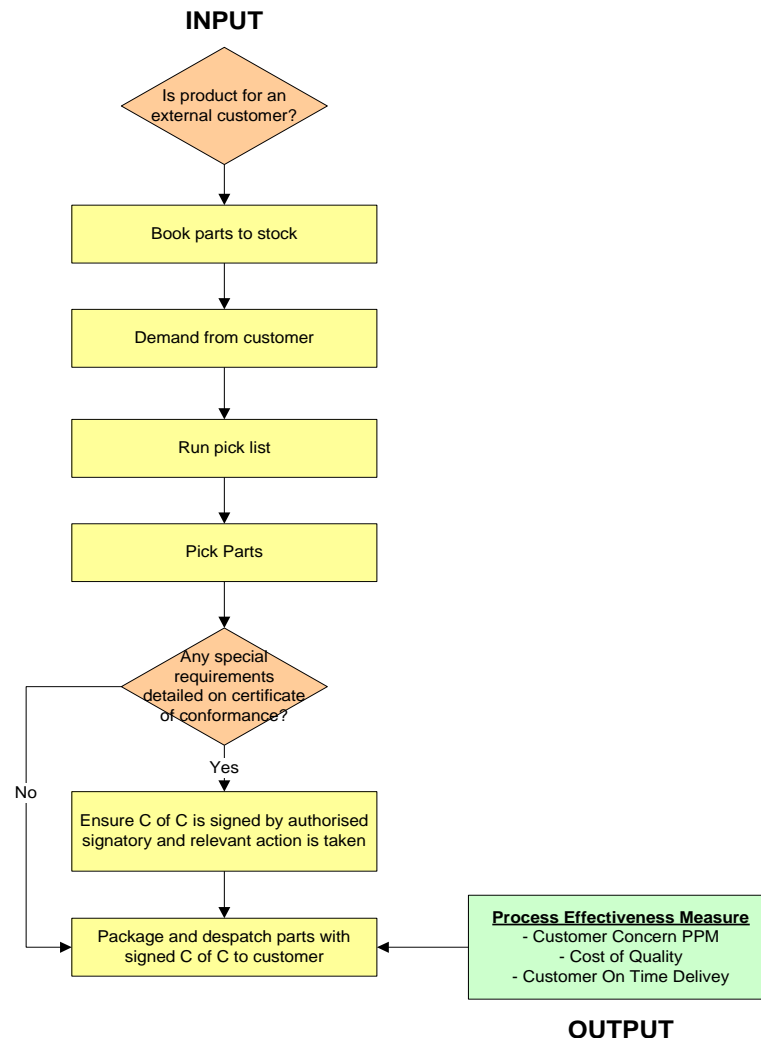
ALtd is to retain documents of any such changes approved.

A Last Article Inspection (LAIR) before source change (where production continuous) and First Article Inspection (FAIR) would be the minimum requirements to verify such changes.

8.6 Release of Products

Release of Products refers to both internal and external customers. Certification of an operation or a CofC signifies that all product requirements have been met. Release to internal or external customer SHALL not proceed until all manufacturing operations and testing has been satisfactorily completed and certified. ALtd SHALL retain such documented information with traceability to the person(s) authorising the release.

- Mandatory requirement to Print Name, Employee Number and sign on 1st entry made by any individual on a Router. Further entries on the same routing can be either signature or employee number.
- All trainees and personnel not authorised to work unsupervised SHALL have their signature countersigned by their supervisor. The supervisor is signing to ensure the trainee has carried out their work using the correct instructions, processes, tooling and their work has been fully inspected and compliant to specification, drawings and build documentation.
- All Individual Operations (Ops) SHALL be individually certified; numerical activities within an Op may be bracketed. Brackets must never carry over the page; new signature/number SHALL be added on the new page.
- All operators SHALL sign for work completed, it is a serious offence to falsify legal traceability documentation or deviate from the operations prescribed.
- Authorised person carrying out the final inspection SHALL is to do so IAW the mandatory requirements of WI-OPS-002.



8.7 Control of Non-Conforming Product

The standard requires that any product that does not meet the requirement of the customer order, drawing or specification are identified and controlled to prevent their unintended use or delivery.

For this purpose, ALtd have QC locations. Feeder Cell and Assembly have Red shelving separated from their product workbenches and given a QC location number. Product suspected of any non-conformance, shortage or problem is to be transferred to one of these locations to prevent its unintended use. If a non-conformity is confirmed it will be moved into Bonded QC locations (QC15), ME location QC25, transferred to a rework or scrapped.

Non-conforming goods received from a supplier are clearly identified and segregated with QC documentation being raised to record the nature of the fault and to accompany the goods back to the supplier.

Internal and Customer Non-Conforming parts are documented on the FRACAS system.

9 PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis and Evaluation

Control of Monitoring and Measuring Devices

All equipment within the company that is used for the purpose of test and measurement is subject to a periodic test of its accuracy. All equipment is therefore maintained to a known standard with records for each piece of equipment being maintained by Test House.

The frequency of calibration is defined within the database of records for each piece of equipment. The system is worked so as not to allow any piece of equipment to be out of calibration.

Monitoring and Measurement of Process

Amphenol Limited processes are monitored to ensure their continuing ability to achieve planned results. If planned results are not achieved corrective action is taken.

In the event of process non conformity, appropriate actions are taken to correct the non conforming process, evaluate whether the process non conformity has resulted in product non conformity, if this is the case then the relevant remedial action is taken in accordance with Amphenol Limited non conformance control and corrective and preventative action process.

Monitoring and Measuring of Product

The extent and sequence of inspection and tests are specified in documented procedures, including process and manufacturing instructions in order to demonstrate that specified requirements are met. The amount and nature of the inspection or test required is completed to ensure that the specified requirements are met.

Sampling inspection in accordance with statistical sampling plans may be used when required.

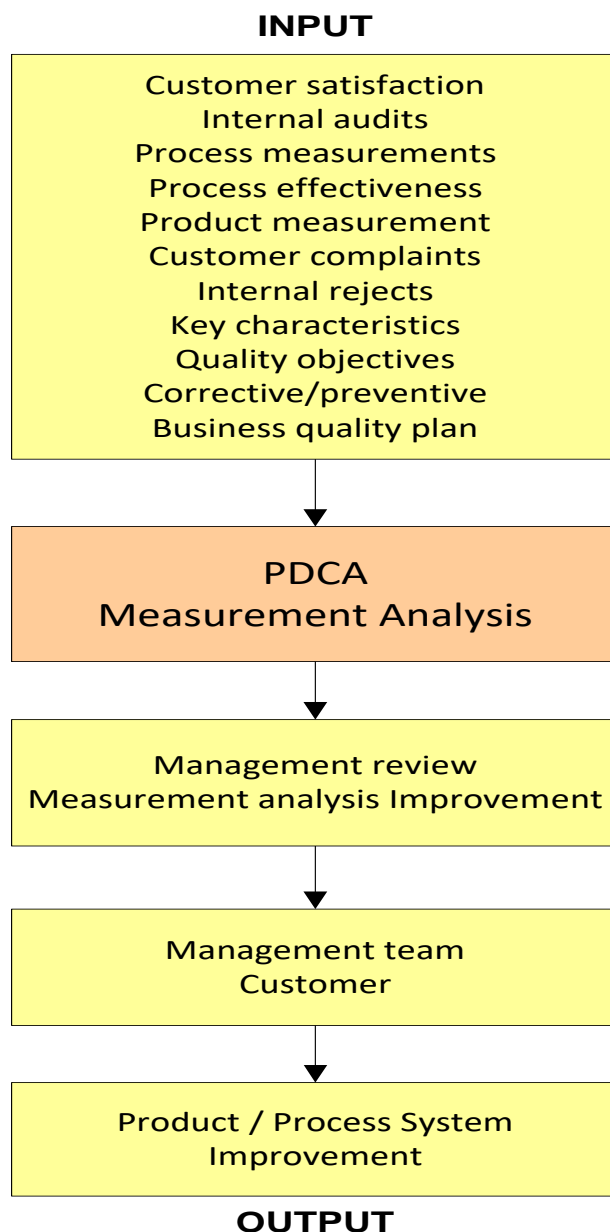
9.1.2 Customer Satisfaction

ALtd SHALL monitor customers’ perceptions to which their needs and expectation have been fulfilled.

ALtd is a complex organisation with an extensive range of product sold to a diverse customer base utilising eclectic assortment of contracts, POs, direct sales and direct ship methods. As such monitoring customer perceptions is challenging.

As such ALtd monitors its Customer Satisfaction by monitoring Customer PPM, Customer Complaints and corrective action requests (FRACAS Raised), OTD and Customer Supplied Vendor Performance Data where supplied along with Key Account customer meetings.

Measurement Analysis and Improvement Model



9.2 Internal Audit

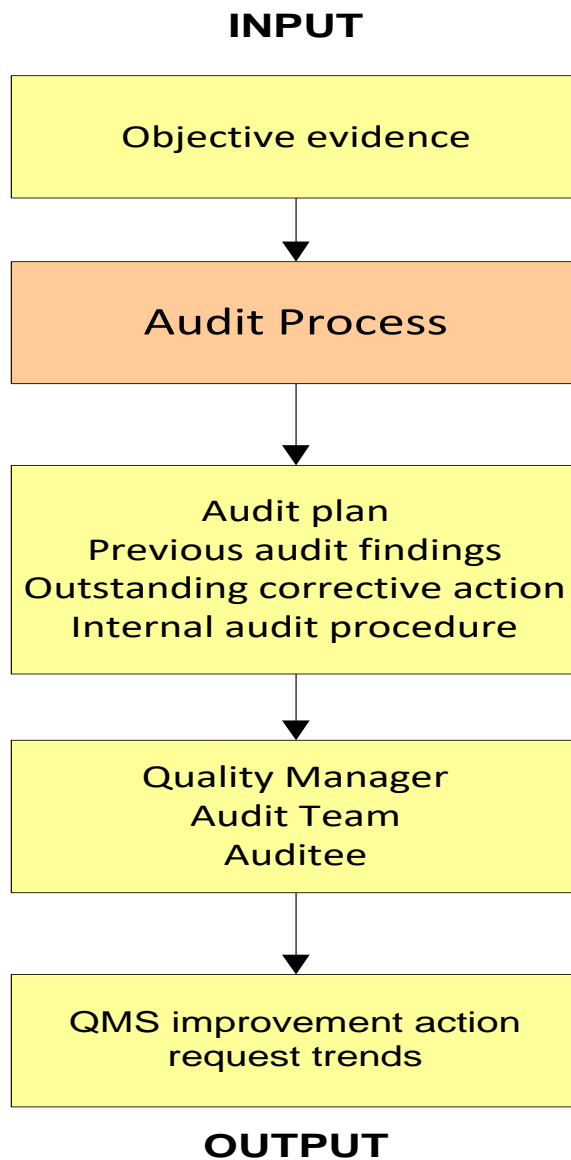
The Quality Manager is responsible for ensuring that the requirements of the Quality Management System are effective and implemented. A programme of audits will be scheduled, on the basis of status and importance, to ensure that each process in every part of the organisation is subject to an audit at least once per year and more frequently where appropriate. A plan of audits will be produced at the start of each year.

The audits will take into account the company quality management systems and the requirements of BS EN ISO 9001: 2016 and AS9100 Rev D. The Audit shall take a process approach with the scope based around the process, and controlling documentation. With the output objective of process based improvements via the identification of non-conformance or opportunities for improvement.

Auditors shall be competent Internal audit practitioners and have appropriate knowledge of ISO9001 and AS9100 standards appropriate to their auditing scope.

A trained auditor independent of the area being assessed will complete audits, as appointed by the company.

Internal Audit Model



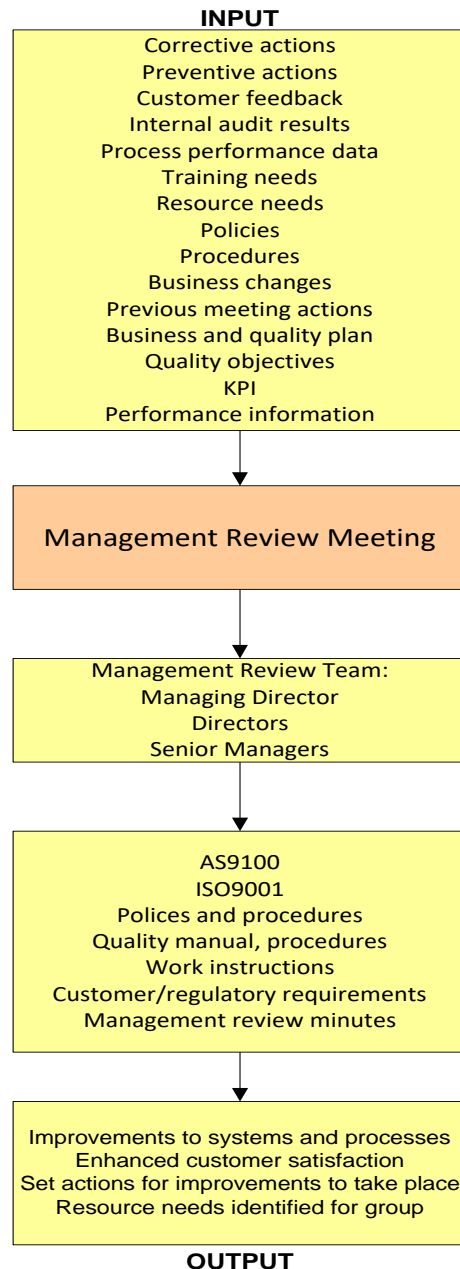
9.3 Management Review

Management Review

The Senior Management Team reviews the organisation’s performance against the Strategic Plan in the weekly Ops Review. The main point of this review is to monitor Limited’s performance against the Strategic Plan in terms of Production to Plan, OTD, Arrears and PPM. The Leadership Team update their departmental Objectives on a monthly basis, which are inserted into the Ops Pack for monthly review. This is followed by the Leadership Team meeting where objectives and cost savings can be scrutinised.

An annual Quality Management Review of the Business Management System is to be carried out. Where specific concerns arise through other management reviews, these may be carried out on a more regular basis. Each review shall have a risk based thinking approach and consider process inputs and subsequent output of departmental interrelated processes.

Management Review Model



10 CONTINUAL IMPROVEMENT

10.1 General

The General Manager along with the company's Leadership Team is committed to the activity of continuous improvement. This can take the form of audit results, corrective/preventative actions, analysis of data, Zero Defects Initiatives, BOS Observations etc to improve current process or drive key objectives out Management and strategic reviews.

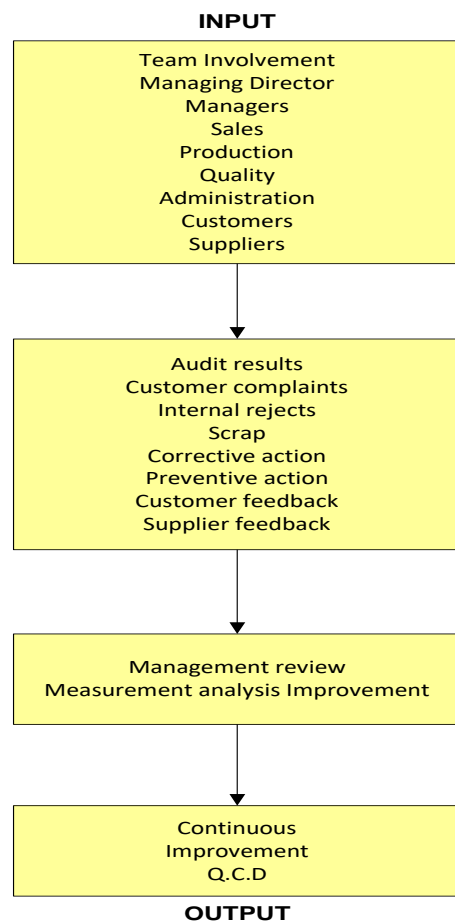
Key to the organisation is the effective use of measurement and analysis and Improvements, this is achieved via the identification of Objectives and targets along with key performance information. There is also a projects file [\\STORAGEB\Public_Share\Q_A\Continual Improvement\Projects](#) containing improvement projects aligned with strategic objectives.

This activity is summarised in the list and process model below:

- Customer satisfaction
- Conformance to product requirements
- Characteristics of processes, product and trends
- Suppliers performance
- Business objective improvement
- Continuous Improvement

This list is not limited. See process model below:

Continuous Improvement Model



10.2 Non-Conformity and Corrective Action

Amphenol Limited have established a corrective and preventative action system used for the recording and analysis of quality related problems to determine trends and root cause of non conformances.

The system is used for the tracking of corrective and preventative actions in order to measure effectiveness.

Corrective/preventative action may be as a result of internal, customer system or product audits, customer and internal reject or the results of the management review.

Amphenol will ensure that all products in the value stream affected by the concern will be identified and actioned in accordance with Amphenol corrective and preventive action procedures.

Corrective Action

Requests for corrective action can be in the form of:

- Audit non conformance reports
- Supplier quality corrective action request
- Customer return note
- Internal/external Fracas report

These maybe submitted to the process owner or supplier for the identification of root cause to initiate the appropriate corrective action.

The originator ensures that the necessary corrective action request is in place ensure that the corrective action request is closed in a timely manner.

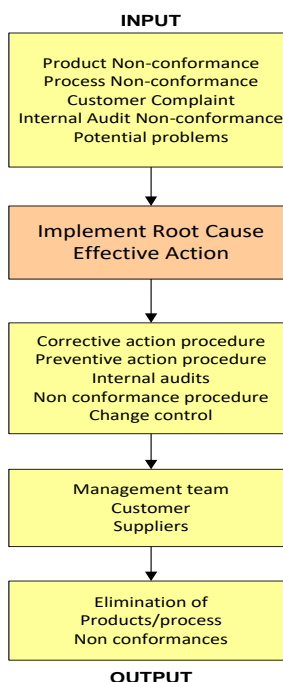
Routine quality activity centre held where status of corrective action reviewed escalation invoked to senior management team if corrective action is not actioned appropriately

Preventative Action

Non conformances are analyzed to determine the preventative actions needed, this analysis may include a review of dispositions of non conforming batches, operations during internal and customer audits, internal and customer rejects.

The depth of this analysis is dependent upon the criticality of the non conformance in relation to quality, cost, delivery and safety. Relevant information on preventative actions taken may be submitted for the management review process.

Corrective/Preventive Action Model



BS EN ISO 9001: AS9100:2016 cross – reference

Title	ISO 9001: 2015 EN9100-2018 AS9100 Rev D	Ref Page Quality Manual	Procedures	Work Instructions
Context of Organisation	4.1	4	EO-01	
Interested Parties	4.2	4		
Scope and Company Profile	4.3	6		
Quality Management system	4.4	7		
Leadership & Commitment	5.1	8	P-QA-019	
Customer Focus	5.1.2	9	P-QA-018	
Quality Policy	5.2	9		
Organisation Roles & Responsibilities	5.3	10		
Planning	6	10	P-QA-016	
Actions to address risks & opportunities	6.1	10	P-QA-016	WI-QA-026 WI-ENG-028
Quality Objectives	6.2	12		
Change to BMS– DCR	6.3	12		
Resource/environment/infrastructure	7.1 - 7.1.1 - 7.1.2	12	P-QA-011 P-QA-017	WI-HR- 003/004
Infrastructure	7.1.3			
Competence	7.2	13	EO-02	
Awareness	7.3	15		
Communication	7.4	15	P-HS-016	
Control of Documents DCR/ECN	7.5.2 – 7.5.3	15	P-QA-007	WI-QA- 016/005
Operation	8	16		
Operational planning & control	8.1	16	P-QA-011 P-QA-020	
Operational Risk management	8.1.1	17	P-QA-016	WI-PRJ-001
Configuration management	8.1.2	18	P-QA-003	WI-ENG-008
Product Safety	8.1.3	18	P-QA-006	WI-ENG-005 & WI-ENG-006
Prevention of Counterfeit Parts	8.1.4	18		WI-QA-018 WI-QA-042
COMMERCIAL PROCESS	8.1	19		
Customer Communication	8.2.1	19	P-QA-018	
Determination of Requirements Related to Product	8.2.2	19	P-QA-004	WI-ENG-001 WI-ENG-005 WI-ENG-028
Review of Requirements Related to the Product	8.2.3	20	P-QA-004	WI-PRJ-001 WI-ENG-005 WI-ENG-028
Changes to Requirements	8.2.4	20		

Customer Services	8.2.5	21	P-QA-004	WI-S&M-001 WI-S&M-002 WI-S&M-003 WI-S&M-004 WI-S&M-005
Design & Development of Product	8.3	22	P-QA-006	WI-ENG-001-005
Control of externally provided processes and products	8.4	23	P-QA-014	WI-PCH-001-003
Type and Extent of Control	8.4.2			
Information for External Providers	8.4.3			
Production Process Verification	8.5.1	25	P-QA-011	
Identification and Traceability	8.5.2	25	P-QA-011	
Customer property	8.5.3	25	P-QA-011	
Preservation	8.5.4	26	P-QA-011	
Post Delivery Activities – Warranty & RMA	8.5.5	26		
Control of Changes – Source Change	8.5.6	26		
Release of Product	8.6	27	P-QA-015	WI-QA-021
Control of Non-Conforming Product	8.7	28	P-QA-012	WI-QA-008
Performance Monitoring and Measurement, analysis and evaluation	9.1	28	P-QA-002 P-QA-011	WI-TH-003 WI-OPS-002
Customer Satisfaction	9.1.2	29	P-QA-018	WI-QA-040
Internal Audit	9.2	30	P-QA-009	WI-QA-007
Management Review	9.3	31	P-QA-19	WI-QA-013
Continual Improvement Zero Defects	10	32	P-QA-018 P-QA-023	
Nonconformity & Corrective Action	10.2	33	P-QA-005 P-QA-012 P-QA-013	WI-QA-008 WI-QA-025 WI-QA-026
Foreign Object Damage (FOD) Policy			EO-08	