ISO9001: 2015 experience
NSAI

20th September 2016
Radisson Blu hotel, Galway
Kirby at a glance

Established in 1964
50+ YEARS EXPERIENCE
€150 million turnover

Reputation Built on Trust
- Collaboration
- Early Engagement: ECI & IPD
- Sustainable Innovation
- Ownership & Accessibility
- Investment in Talent
- Solutions Driven

Our Key Projects
- Confidential Client - E&I - €60m
- GSK - MEP - €25m
- Telectic - M&E - €16m
- Zimmer Orthopedics - Turnkey - €16m
- Scottish Power - T&D - €6m per annum
- NESTE OIL - Neste Oil, Finland - E&I - €3m

Our Core Services
- HVAC
- Mechanical Piping
- Electrical Transmission & Distribution
- Electrical & Instrumentation
- Turnkey Solutions
- Design & Engineering

Quality, Environmental, Health & Safety

Awards & Accreditations
- RoSPA Gold Medal Award
- NISO Construction Building Service Award
- British Safety Council International Safety Award
- NISO Regional Award

Lost Time Frequency Rate 2004 - 2015 (based on Riddor)

In 2015, over 1,800,000 man hours worked

What our Clients Say
- "Kirby has shown professional quality, especially in installation works and in HSE behaviour. Also good working spirit was present throughout the project assistance." - NESTE OIL FINLAND
- "I felt that Kirby were just as interested in a successful outcome as Hollister were..." - HOLLISTER
- "Kirby delivered a high level of performance across the key project indicators of HSE, Quality, Schedule, Commercial and Innovation." - M&W IRELAND

www.kirbygroup.com
ISO9001: 2015 Key areas of focus – Kirby

- Leadership (Clause 5.1)  
  Strategy & Innovation
- Interested Parties (4.2)  
  Stakeholders (Internal & External)
- Organisational Knowledge (7.1)  
  Innovation & SEOR cards, Standards Library
- Communications (7.4)  
  QEHS Alerts, Communications matrix
- Risk Management (6.1)  
  Business Impact & Project risks
- Planning (8.1)  
  Group Project pipeline tracking
- Processes (4.4)  
  Operational Process flowcharts
- Continuous Improvement (10.3)  
  PDCA cycle Register
- Measurement & Analysis (9.1)  
  Company, QEHS & Project KPIs

Positive Support from NSAI ➤
2. Regional Business Unit Maps
3. Functional Management Maps
4. Weekly, Monthly & Quarterly KPIs

Linking our vision, mission statement & goals
Cascaded down to Business Units
Supported by Functional Managers

Quarterly Corporate KPIs
Quarterly Management Reviews
Monthly QEHS KPIs
Weekly Project Dashboards

Collaborating internally
## Customer requirements – Critical to Quality (CTQ)

### Intercion Data Centre Project - System Critical to Quality (CTQ) Matrix R0 - Mechanical

<table>
<thead>
<tr>
<th>System No.</th>
<th>Test Point Number</th>
<th>System Name</th>
<th>System Critical</th>
<th>Location</th>
<th>Material Requirements</th>
<th>Testing Method</th>
<th>System Requirement</th>
<th>System Inspections</th>
<th>System CTQ</th>
<th>Test/Check/Draw</th>
<th>Certification</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-401</td>
<td>MV SWITCHGEAR</td>
<td>CRITICAL</td>
<td>135kV 315kV</td>
<td>TSC</td>
<td>315kV 315kV 1500A</td>
<td>IEC 60439-1</td>
<td>Y</td>
<td>ESI 300 kVA</td>
<td>ESI 300 kVA</td>
<td>07/10/2013</td>
<td>Y</td>
<td>RECI</td>
</tr>
<tr>
<td>E-402</td>
<td>CONTAINMENT</td>
<td>CRITICAL</td>
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<td>TSC</td>
<td>315kV 315kV 1500A</td>
<td>IEC 60439-1</td>
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<td>07/10/2013</td>
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<td>RECI</td>
</tr>
<tr>
<td>E-403</td>
<td>FUEL TANKS</td>
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<td>IEC 60439-1</td>
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<tr>
<td>E-404</td>
<td>TRANSFORMERS</td>
<td>QUALIFIED</td>
<td>135kV 315kV</td>
<td>TSC</td>
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<td>IEC 60439-1</td>
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<tr>
<td>E-405</td>
<td>LV DISTRIBUTION</td>
<td>CRITICAL</td>
<td>ALL AREAS</td>
<td>TSC</td>
<td>15kV 33kV 1500A</td>
<td>IEC 60439-1</td>
<td>Y</td>
<td>ESI 300 kVA</td>
<td>ESI 300 kVA</td>
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</tr>
<tr>
<td>E-406</td>
<td>ISDN</td>
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<td>ALL AREAS</td>
<td>TSC</td>
<td>15kV 33kV 1500A</td>
<td>IEC 60439-1</td>
<td>Y</td>
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<tr>
<td>E-407</td>
<td>LIGHTING</td>
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<td>ALL AREAS</td>
<td>TSC</td>
<td>2.5mm LSF</td>
<td>IEC 60439-1</td>
<td>Y</td>
<td>ESI 300 kVA</td>
<td>ESI 300 kVA</td>
<td>07/10/2013</td>
<td>Y</td>
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<tr>
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### Intercion - B251 System Critical to Quality (CTQ) Matrix R1 - Electrical

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<tr>
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<td>Y</td>
<td>RECI</td>
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</table>
Communications

- **Matrix:**
  - QEHS Alerts (*proactive*)
  - QEHS Monthly communications
  - Intranet (K-Net)
  - Marketing updates
  - Twitter feeds & LinkedIn updates
  - Seminars, events
  - Climate surveys
  - Director communications, etc.

- **Company Intranet (K-Net):**
  - Home page
  - EHS
  - Finance
  - HR
  - IT
  - Marketing
  - Procurement
  - Quality
  - Projects (Live)
  - Strategy & Innovation
  - Engineering
Communications

Kirby Communications Map - 2016

Kirby Communications Map

- Issue Via Email & K-Net
- Toolbox Talks
- H&S Incidents
- Company Direct Mailers
- QEHS Monthly Communications
- QEHS Alerts
- QEHS Communications
- KD Newsletter Meetings
- Company Direct Mailers
- KD Newsletter Meetings

HR
- Finance
- IT
- Quality
- EHS
- Strategy & Innovation
- Marketing
- Purchasing

Website
- Social Media
- Site Posters
- Case Studies
- Marketing
- Advertising

K-Net
- Facebook
- Twitter
- LinkedIn
- YouTube
- LEAN Construction
- Brand Awareness
- Corporate Brochure
- Apprenticeship Programme
- Company Brochures
- Corporate Social Responsibility (CSR)

Case Studies
- Mechanical
- Electrical
- T&D
- Turnkey
- Seminars
- Magazines
- Industry Publications
- Trade Shows

Trade Memberships
- Gas Safe
- Q Mark
- RECI
- Engineers Ireland

Innovation Communications
- EHS
- Planning
- Operations
- Quality
- BPM
- Engineering
- Purchasing
- Commercial
- Estimation
- HR

Innovation Memos

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## Risk Management – Business Impact Analysis

### Risk Management Framework – Business Impact Analysis (BCMS)

<table>
<thead>
<tr>
<th>Risk #</th>
<th>Category</th>
<th>Description</th>
<th>Imminence / Status</th>
<th>Probability</th>
<th>Impact</th>
<th>Risk Assessment</th>
<th>Controls / Mitigation</th>
<th>Residual Risk</th>
<th>Action Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Fatality / Major Injury</td>
<td>Any/none injury or Fatality of an employee(s) at work, or any visitor(s), contractor or member of public on site in connection with Kirby workplace.</td>
<td>Current</td>
<td>3 5 6 7 8 9</td>
<td>y y y y y</td>
<td>QEHS Director, EHS Manager, Site Manager, Client Team</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”,</td>
<td>Prevention and Criminal Investigation leading to significant fines, prison sentences, higher insurance premiums and loss of reputation. Negotiation of media reports.</td>
<td>2 4 6 7 8 9 10</td>
</tr>
<tr>
<td>3</td>
<td>Fire / Chemical Explosion</td>
<td>Any fire and/or explosion which results in significant damage to the operation of the damaged facility, to be restored in 24-48 hours.</td>
<td>Future</td>
<td>3 4 5 6 7 8 9</td>
<td>y y y y y</td>
<td>QEHS Director, EHS Manager, Site Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”,</td>
<td>Lack of Emergency Preparedness on site. Further damage due to flammable/explosive atmosphere.</td>
<td>2 4 6 7 8 9 10</td>
</tr>
<tr>
<td>12</td>
<td>Random failure / Damage of Client Mission Critical systems</td>
<td>Loss of critical Systems/services to Regional offices, projects or Client operations, inadvertently unplanned, which impacts Operations &amp; Handover.</td>
<td>Current</td>
<td>3 4 5 6 7 8 9</td>
<td>y y y y y</td>
<td>EHS Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”.</td>
<td>Protracted impact to critical IT systems/services, loss of reputation.</td>
<td>2 4 6 7 8 9 10</td>
</tr>
<tr>
<td>4</td>
<td>Flood</td>
<td>Loss of water causing interruption to Existing / Live Data Cabling, Damage Regional Offices, Projects or Client Operations, including records destroyed - Kirby owned facilities.</td>
<td>Future</td>
<td>3 4 5 6 7 8 9</td>
<td>y y y y y</td>
<td>Site Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”.</td>
<td>Impact to services - Notify Emergency Team, clients immediately.</td>
<td>2 4 6 7 8 9 10</td>
</tr>
<tr>
<td>13</td>
<td>Security / Privacy breach / Data Protection</td>
<td>Breach or loss of secure data relating to Kirby personnel records in business operations, including data that has not been encrypted. Security breach or Privacy breach of Kirby Regional or Local Office or personnel’s privacy in relation to their work activities and/or job roles &amp; responsibilities.</td>
<td>Current</td>
<td>3 4 5 6 7 8 9</td>
<td>y y y y y</td>
<td>HR Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”.</td>
<td>Impact to services - Notify Group IT Department &amp; Affected Client immediately.</td>
<td>2 4 6 7 8 9 10</td>
</tr>
<tr>
<td>5</td>
<td>Cyber Attack</td>
<td>Interruption to Existing IT Systems and/or IT Network Control room (External or Internal attack)</td>
<td>Current</td>
<td>2 4 5 6 7 8 9</td>
<td>y y y y</td>
<td>IT Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”.</td>
<td>Impact to services - Notify Group IT Department &amp; Affected Client immediately.</td>
<td>2 4 6 7 8 9 10</td>
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<tr>
<td>14</td>
<td>Hurricane / Major storm</td>
<td>Major weather event impact due to pending or actual natural disaster</td>
<td>Future</td>
<td>2 4 5 6 7 8 9</td>
<td>y y y y</td>
<td>EHS Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”.</td>
<td>Limit to put in full Preventative measures in place before the severe weather event occurs.</td>
<td>2 4 6 7 8 9 10</td>
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<tr>
<td>17</td>
<td>Statutory Regulations</td>
<td>Non-conformance to Company Law / Irish Standards, British Standards, A&amp;ST standards and other Regulation bodies, e.g. RAM, REG, CER, ETOS, NSAI, IRE, ISO (EN), OHSAS (UK), BSI (UK).</td>
<td>Current</td>
<td>2 4 5 6 7 8 9</td>
<td>y y y y</td>
<td>EHS Manager</td>
<td>Implementation of Kirby Emergency Plan, “Stop, Think, Act”,</td>
<td>Check that no gaps exist in protection of the Company’s Staff and Employees, due to a compliance failure or regulatory breach.</td>
<td>2 4 6 7 8 9 10</td>
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<tr>
<td>Unique Risk Number</td>
<td>Type</td>
<td>Risk Description (Area of uncertainty)</td>
<td>Risk Consequence (Resultant effect)</td>
<td>Probability</td>
<td>Owner (one person)</td>
<td>Owners Organisation</td>
<td>Mitigation</td>
<td>Next Mitigation Review Date</td>
<td>Status</td>
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<tr>
<td>-------------------</td>
<td>--------</td>
<td>----------------------------------------</td>
<td>-------------------------------------</td>
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<td>--------</td>
</tr>
<tr>
<td>1</td>
<td>EHS</td>
<td>Ope Management, protection of opes</td>
<td>Fall from height, hand tools or material fall from height</td>
<td>High</td>
<td>Site Manager/Foreman</td>
<td>HVAC</td>
<td>Protection of ope's, continues monitoring of ope's</td>
<td>Open</td>
<td>High number of opes for ductwork to be managed</td>
</tr>
<tr>
<td>2</td>
<td>EHS</td>
<td>Working at heights, MEWP congestion etc. Lots of high level ducting/service install using MEWP's.</td>
<td>Risk of injury</td>
<td>Medium</td>
<td>Site Manager/Foreman</td>
<td>HVAC</td>
<td>High level sequencing of works, Daily whiteboard meetings per area, correct MEWP to spotter ratio</td>
<td>Open</td>
<td>Lots of high level ducting/service install using MEWP's careful planning required.</td>
</tr>
<tr>
<td>3</td>
<td>EHS</td>
<td>Ducting storage available space</td>
<td>Housekeeping</td>
<td>High</td>
<td>Site Manager/Foreman</td>
<td>HVAC</td>
<td>Agree duct laydown areas in each floor, use of barriers etc. JIT deliveries</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Coordination</td>
<td>Poor co-ordination of HVAC with other trades i.e. C/R drop rods, sprinkler etc.</td>
<td>Schedule, abortive work, cost &amp; QA issues</td>
<td>Medium</td>
<td>HVAC Project Manager</td>
<td>HVAC</td>
<td>Early engagement with CMT, design freeze/IFC release/Model release</td>
<td>Open</td>
<td>Get access to model early and apply correct resources</td>
</tr>
<tr>
<td>5</td>
<td>Coordination</td>
<td>VAV/CAV orientation incorrect due to poor co-ordination</td>
<td>Schedule delay if new VAV/CAV needs to be ordered due to incorrect orientation</td>
<td>High</td>
<td>HVAC Project Manager/ CMT</td>
<td>HVAC</td>
<td>Ensure orientation of VAV/CAV's are checked from model prior to ordering, ensure orientation is maintained if duct changes are required</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Coordination</td>
<td>HEPA final connection misalignment, can be difficult to position final connection to HEPA in exact location prior to WOC install</td>
<td>Abortive work/QA/Schedule</td>
<td>High</td>
<td>HVAC Project Manager/ CMT</td>
<td>HVAC</td>
<td>Use total station to accurately locate final drop to Hepa and mark floor so can laser up</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Quality</td>
<td>Dust ingress to ductwork or ductwork equipment</td>
<td>Contaminated ductwork = filter failure</td>
<td>High</td>
<td>HVAC Project Manager</td>
<td>HVAC</td>
<td>Follow QA procedures/white glove test correct protection &amp; storage of ductwork. Protection only removed at bolt up</td>
<td>Open</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Quality</td>
<td>Dust ingress to ductwork from cleanroom return walls during floor prep/grinding in cleanroom</td>
<td>Contaminated ductwork = filter failure</td>
<td>High</td>
<td>HVAC Project Manager</td>
<td>HVAC/CMT</td>
<td>Install spade at spiggot to RA at WOC level only remove at commissioning stage.</td>
<td>Open</td>
<td></td>
</tr>
</tbody>
</table>
Planning

- Generated when projects are secured – tracked by Planned Completion dates
- Used to update our K-Net Live Projects
Operational Process flowcharts

**MP2 - Sub-contractor/Supplier Pre-Approval - Flowchart**

**PROCESS STEPS**
1. The Requisitioner checks the Master Sub-contractor database to determine if the Sub-contractor / Supplier is Approved. 
   - YES → go to step 2. 
   - NO → go to step 3.
2. The Requisitioner raises an Internal Requisition (IR) on the Kirby Procurement System (KPS).
3. Determine the correct Approval form to be issued depending on the services being provided as described in steps 4 – 7.
4. Suppliers – Provide supply goods / Materials / Manufactured Equipment.
5. Specialist Vendors – Provide specialist services (e.g. Commissioning or Maintenance) with a value <£10,000.
6. Sub-contractors – providers of labour and materials or labour only with a value >£10,000.
7. Sub-contractors – providers of labour and materials or labour only with a value >£10,000.
8. The appropriate forms are sent to the Sub-contractor by Kirby.
9. The Sub-contractor / Supplier returns the completed form with all required supporting documentation to the relevant Kirby personnel.
10. Sub-contractor / Supplier files are either created or updated with the new information. Proceed to step 11 for Sub-contractor Approval. Proceed to step 15 for Supplier Approval.
11. Purchasing Department reviews Sub-contractor submission to determine if all required documentation has been received. 
   - YES → go to step 13. 
   - NO → go to step 12.
12. Additional documentation is requested from the Sub-contractor / Supplier.
13. An Approval request is sent to the Quality, Finance & EHS Managers or their advocates.
14. The Quality, Finance & EHS Managers or their advocates sign off the Sub-contractors Approval form. 
   - YES → go to step 16. 
   - NO → go to step 12.
15. Purchasing Department reviews Supplier submission to determine if all required documentation has been received. 
   - YES → go to step 14. 
   - NO → go to step 12.
16. Requisitioner is informed that the Sub-contractor / Supplier is Approved. Files are updated and they are added to the KPS by the Purchasing Department.
17. The Requisitioner raises an IR on the KPS.

**RESPONSIBLE PERSONS**
- Operations Director
- Business Unit Manager
- Project Manager
- Site Supervisor
- Quality Manager
- Finance Manager
- EHS Manager
- Group Supply Chain Manager
- Sub-contractor representative
- Supplier representative
- Buyer
- Project Requisitioner

**REFERENCES**
- Related Standards
  - ISO 9001:2008
  - OHSAS 18001:2007
  - ISO 14001:2004
- Sub-contractor / Supplier specific Standards & Regulations
- Related Procedures
  - MP2, Sub-Contractor Management procedure
  - MP6, Contract Management procedure
  - MP7, Purchasing procedure
  - SP7, Inspection procedure
- Related Forms
  - MP2.1, Request for Specialist Sub-contractor Approval
  - MP2.2, Sub-contractor Pre-Qualification Questionnaire (IRE & UK)
  - MF2.2a, Pre-Qualification Questionnaire (Europe)
  - MF2.5, Specialist Sub-contractor Performance Review
  - MP2.9, Specialist Sub-contractor Dispensation Form
  - MF7.2, Vendor Pre-Qualification Questionnaire (IRE & UK)
  - MF7.2a, Vendor Pre-Qualification Questionnaire (Europe)

**Legend**
- EHS Step
- Grey Step
- Sub-contractor / Supplier Step
Operational Process flowcharts

MP9 Internal Audit Process Flowchart

Start

1. Prepare Audit Programme
   - Internal Department & Site Monthly

2. Programme Approved?
   - YES → Go to Step 3
   - NO → Go to Step 1

3. Auditor Training/Read

4. Purpose, Scope & Barriers

5. Documentation, File & Records Examination
   - YES

6. Site Audit Performed
   - Site Files / Master Audit Database

7. Records Maintained

8. Noted in Audit Report
   - MF 1.1 MF 1.3


10. Site Audits carried out by the GEHS Department for all test personnel.
    - Audits can also be carried out by independent consultants of field personnel and site management & other staff.
   - Health & Safety Environmental / Quality audit reports are used per project per site.
   - Audit reports are reviewed, per project, in the Quality KPIs per month.

11. A summary of the internal audit findings is discussed at the next management team meeting per quarter.

12. Records and Document Review & Resolution are maintained by the Department Managers in accordance with the Document Control Procedures.

13. All other responsibilities are defined within the Procedure.

END

Related Standards
- ISO 19011
- ISO 9001
- OHSAS 18001
- ISO 14001
- Project Specific Standards & Regulations
- Other Mark Standard

Related Procedures
- MP7, Document Control Procedure
- MP3, Management Review Procedure
- MP10, Preventative Action

Related Forms
- MP9.1, Audit checklist
- MP9.2, Audit Report
- MP9.3, Site Audit Checklist

RESPONSIBLE PERSONS
- Operations Director
- Business Unit Managers
- GEHS Director
- Directors & Associate Directors
- Project Manager/Project Engineer
- Quality Manager
- EHS Manager
- Site Supervisor

Responsibilities
- The GEHS Director is responsible for ensuring that the procedure is adhered to.
- The Operations Director is responsible for ensuring that the procedure is adhered to.
- The Quality / EHS Managers are responsible for planning Internal Quality / EHS Audits and for implementing the procedure.
- The Project / Functional Manager is responsible for actioning any findings in the audit(s)

All other responsibilities are defined within the Procedure.
Continuous Improvement

**PDCA cycle Register:**

- New ideas recorded and tracked, as they progress.
- Measured quarterly.

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**Kirby PDCA Continuous Improvement (CI) Register 2016**

<table>
<thead>
<tr>
<th>#</th>
<th>CI Description</th>
<th>Date</th>
<th>Raised By</th>
<th>Project ID</th>
<th>Procedure ID</th>
<th>P - Plan</th>
<th>D - Do</th>
<th>C - Check</th>
<th>A - Act</th>
<th>% Complete</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kirby Process Flows</td>
<td>15-Dec-15</td>
<td>Quality Team</td>
<td>NA</td>
<td>NA</td>
<td>kirby GHS</td>
<td>Convert the GHS Procedures to process flow charts. This is to assist in the training process of new starters and improve the knowledge of capabilities of the GHS.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Quality Checkpoint</td>
<td>15-Dec-15</td>
<td>Martin Secord</td>
<td>NA</td>
<td>NA</td>
<td></td>
<td>Create a Quality Poster campaign promoting the Kirby Quality Culture. Generate a GHS Quality posters promoting high level quality issues and load onto the Intranet. Posters have been made available on the Intranet in the Quality section.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Corporate Procedures (CPs)</td>
<td>15-Jan-16</td>
<td>Martin Secord</td>
<td>NA</td>
<td>NA</td>
<td>CPs</td>
<td>Produce a guide that explains the GHS Procedures which outline from a high level how each area works.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Quality Toolset (ETB)</td>
<td>15-Jan-16</td>
<td>Martin Secord</td>
<td>All</td>
<td>All</td>
<td>CPH</td>
<td>Draft a set of ETB tools which are also included in the ETB.</td>
<td>Load the ETB into EHR and have the EHS Advisors deliver them on site.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>EHR Standard (EHR Journey)</td>
<td>15-Feb-16</td>
<td>Martin Secord</td>
<td>NA</td>
<td>NA</td>
<td>CPH</td>
<td>Continue the EHR Audit such as the GHS.</td>
<td>Continue the EHR Audit such as the GHS.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>CIV QA Support file</td>
<td>15-Feb-16</td>
<td>Ray Ali</td>
<td>NA</td>
<td>NA</td>
<td>100-Day plan developed by 04 April 2016.</td>
<td>100-Day plan to be implemented and reviewed as required. QA Support role to ensure that the 100-Day plan is reviewed and completed.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>7</td>
<td>QEHSS Software</td>
<td>15-Feb-16</td>
<td>Martin Secord</td>
<td>NA</td>
<td>NA</td>
<td>CPH</td>
<td>Research and review QEHSS software for suitability with the Kirby processes and systems.</td>
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<tr>
<td>8</td>
<td>K-Net updates</td>
<td>15-Feb-16</td>
<td>Eamonn Quirk</td>
<td>NA</td>
<td>NA</td>
<td>CPH</td>
<td>Regularly address content of the Kirby Quality page on the Intranet.</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>9</td>
<td>LCI seminars</td>
<td>15-Mar-15</td>
<td>Shadi Yassine</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Attend and track LCI Seminars</td>
<td>Review findings from the LCI seminars and determine if applicable for implementation in Kirby.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>LCI webinars</td>
<td>15-Mar-15</td>
<td>Shadi Yassine</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>Attend and track LCI webinars</td>
<td>Review findings from webinars and determine if applicable for implementation in Kirby.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Opportunities for Improvement (OFIs):**

- Reduced procedures are currently being updated. N/A SP, SRE, SPC, SPP have been reviewed and are now available on EHR.
- Posters have been made available on the Intranet in the Quality section. PPI is encouraged to select which poster is relevant to their site each month and advertise it via the Functional Line Manager.
- Continually review as part of the periodic Departmental Audits.
- Encourage site teams to utilise the TQM/ETB tools for their personal site to encourage a positive Quality culture.
- CPAs: Quality Objectives created in external format - need for PDF and roll out across the different Business Unit projects.
- SDP: SDP/CTP: created in external format - need for PDF and roll out across the different Business Unit projects.
- HDR: Continue to work on the HDR/ETB: created in external format - need for PDF and roll out across the different Business Unit projects.

**Comments:**

- All procedures are currently being updated. N/A SP, SRE, SPC, SPP have been reviewed and are now available on EHR.
- Posters have been made available on the Intranet in the Quality section. PPI is encouraged to select which poster is relevant to their site each month and advertise it via the Functional Line Manager.
- Continually review as part of the periodic Departmental Audits.
- Encourage site teams to utilise the TQM/ETB tools for their personal site to encourage a positive Quality culture.
- CPAs: Quality Objectives created in external format - need for PDF and roll out across the different Business Unit projects.
- HDR: Continue to work on the HDR/ETB: created in external format - need for PDF and roll out across the different Business Unit projects.

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**Kirby Engineering & Construction**
**Inputs and Outputs:**

- Internal Audits (*Projects and Functional Support*)
- External Audits
- Management Reviews
- Customer feedback / references
- Pareto Analysis (*punchlists*)
- Quality Trend Analysis
- Innovation ideas
- SEOR (Safety & Environmental Observations Report) cards
- Toolbox Talks / Town-hall Meetings
- Employee Surveys
- Leaders site tours
- Supply-chain alignment