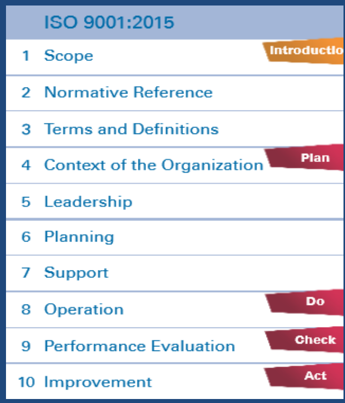


The Wolf Quality management input comprises the standard requirements from ISO 9001:2015 which are deployed by our organization to achieve customer satisfaction through process control of quality objectives.

Wolf Fabrication & Engineering Quality Manual

ISO 9001:2015 Quality Management System

Sr. No.	Revision Change	Edition Change	Section / Page No.	Details Publication	As of date	Document Owner	Remarks
01	No - 00	No - 0	All	New Document	1st April 2017	Ivan Uttley	Live

Process	Process Owner	Process Sign-off & QA Acknowledgment
Quoting & Sales	Bradley Campbell	
Accounting & BackOffice	Jessica Erens	
Production	Jan Hendrik Buys	
Quality Management	Ivan Uttley	Ivan Uttley

Table of Contents

1. Introduction

1.1 Company Profile

Wolf (Registration Number: 2013/0582008/07) is a Fabrication and Engineering business employing fewer than 50 people but growing rapidly. Founded by Mr Jan Hendrik Buys Wolf specialises in the fabrication and maintenance of earth moving buckets and provides local onsite maintenance and repair services and off-site workshop fabrication services. Wolf is redefining itself as our new mission statement makes clear.

1.1.1. What Wolf does - our Mission

Our Work is solving any of your steel based engineering demands. We provide welding, boilermaker; engineering, fabrication and maintenance services to support any large industry project or business enterprise

1.1.2. What is Wolf known for currently?

Wolf is renowned first and foremost for its specialist earth-moving bucket fabrication & repair capability. However, our established customers ask us to do much more and consistently we do what is required to respond to their needs. For example, we erect structures, we build train locomotive cab bodies, construct telecommunication towers and refurbish and repair truck bin liners. If there is steel and welding involved, we will do it. We take our work and your needs seriously and are highly responsive to the urgent demands of all our clients, any time of day and day of the week.

1.1.3. What is our Vision for Wolf?

We want Wolf to be a stable, reliable contributor to the prospects of our children and the local economy, by providing meaningful employment, and contributing to the nation’s tax base, achieved as a result of continually delivering value to a long term client base across all of Manufacturing and Heavy Industry.

1.1.4. ISO 9001:2015 Scope

Fabrication of Steel Designs using Welding and Boilermaking, with the exclusion of Engineering Design

2. Essential References

The following document is referenced in this manual and it is indispensable in its application. Wolf has used the latest edition of the referenced document purchased from SABS under licence from ISO.

SANS 9001:2015 5th Edition - Quality Management Systems — Requirements: ISBN 978-0-626-32554-1.

This South African National Standard is the identical implementation of ISO 9001:2015, and is adopted with the permission of the International Organization for Standardization. It was approved by the National Committee SABS/TC 176, Quality assurance and quality management, in accordance with procedures of the SABS Standards Division, in compliance with annex 3 of the WTO/TBT agreement.

This document was approved for publication in October 2015 and it supersedes SANS 9001:2008 (edition 4 as modified by ISO tech. corr. 1:2009).

3. Definitions and Abbreviations

Wolf has adopted a policy of striving for complete clarity of communication and does not use abbreviations which are not generally recognised, we consider etc., i.e. to be part of the English language. We will write full clear and unambiguous sentences. At the same time we aim to be as succinct as possible.

3.1 Internal Wolf Terminology

Term	Meaning	Relevance
CAD	Computer Aided Design	We fabricate off engineering drawings either specified by the Original Equipment Manufacturer ir by the client's own Engineers or Designers.
OEM	Original Equipment Manufacturer	All Earth moving buckets we fabricate or repair are fitted on to the Global Earthmoving Brands, such as Caterpillar, Komatsu to whose design specifications we must comply.
CSM	Customer Satisfaction Measure	An improvement on Net Promoter Score which was used to standardise and benchmark a customer's experience
Docman	Wolf's online Document Management	Referring to the online Wolf Document Management system. This is available to staff for appropriate access to all business support and reference documentation.
SimpleRisk or RiskMan	Wolf's online Risk Management System	Wolf manages all its risks through an online Risk Management System available all Wolf management anytime outside of the wolf working premises.
Survey	Wolf's structured interested party feedback system	Wolf provides an online feedback and interested party assessment tool that retains all feedback from customers, suppliers and staff for trend analysis.
Quoting	Wolf's customer self-service quoting and internal quoting system	Wolf tracks all quotes and its sales pipeline through an online quoting system for conversion analysis and trends in
qdPM or Project Tracking	Wolf's online Project Management and Quality Assurance system	Wolf provides online project tracking to its clients for the tracking of project delivery, the oversight of workshop quality assurance tasks and check points and the retention of project specific artefacts, such as engineering drawings

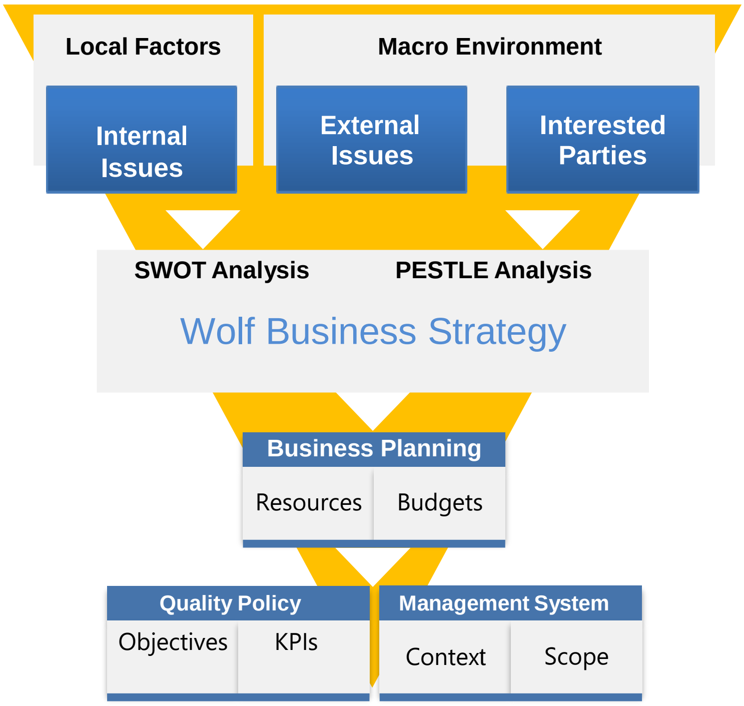
3.2 Standard Abbreviations and Definitions

Term	Meaning
AWS	American Welding Standards
BBBEE	Broad Based Black Economic Empowerment
HR	Human Resources
IP	Intellectual Property
ISO	International Organisation for Standardisation
NCR	Non Conformance Report
PESTLE	A mnemonic representing: Political, Economic, Social, Technological, Legal and Environmental.
QA	Quality Assurance
QSM	Quality System Manual
SABS	South African Bureau of Standards
SMART	Specific, Measurable, Achievable, Responsible and Time related, and acronym for goal setting
SWOT	Strengths Weaknesses Opportunities & Threats

4. Our Business Context

4.1 Understanding Wolf and its context

Fig: 1-The Wolf QMS Conceptual Framework and Input Hierarchy



South Africa is a nation with tremendous potential that requires unlocking. There are many obstacles to overcome, but difficult challenges provide opportunities for the energetic and resourceful. One issue that is not acknowledged is that the conspicuous consumption is symptomatic of a society which is burdened by a social contract between generations that was broken. The youth of our country have been made rash promises, seduced by Hollywood sitcoms where bankers and lawyers hold ridiculous social esteem compared to the value they actually create. We have developed an unfortunate disdain for the noble artisanal trades or metal work, machining and boiler making upon which the industrial revolution build the wealth Western nations now take for granted.

We would all do well to reflect on the fact that to this day, it takes longer to enter a watchmaking or silversmith guild in Germany than it does to become a qualified surgeon. Is it then such a surprise that Germany is the only diversified economy in Europe and per capita is unmatched in the wealth it generates from industry? This issue frames Wolf's purpose and reinforces our belief and pride in what we do.

Some of the most important industries necessary for nation building in terms of wealth creation and poverty alleviation through job creation are mining, construction, power generation and rail freight transport. All of these will face a more difficult constraint to overcome in realising their various large ambitions which are essential just to have the citizens of our nation live a productive existence. Because money is mobile and political opinion cheap, project finance and political will are not as difficult an issue to address as building the capacitation in trade and artisanal skills required to actually deliver some of the most fundamental requirements.

Wolf's position within this context is humble and simple and we are wary of our ambition exceeding our talent and ability. We will work and provide world class steel based fabrication and repair skills that deliver within a quality management culture that enables us to work in challenging environments safely and effectively. The nature of our projects (a 10 tonne earth moving bucket is not exceptional), is such that the cost of quality failure is immense. Firstly, this is far removed from a financial services middle office, where if a mistake is made, the impact is unseen and unthought-of. Our quality failures are such that people will die from their injuries, days of production can be lost and reputations destroyed in a single day. The opportunity cost of a damaged reputation for any combination of poor workmanship, unsafe working conditions, and unreliable delivery is staggering and the penalties, explicit or implicit are intimidatingly severe.

In realising that we must also diversify across more industries to avoid the perils of cyclicality associated with the industries we are concentrated in, ISO 9001 is essential in winning new customers.

Wolf is committed to defining its position in our marketplace and understanding how relevant factors arising from legal, political, economic, social and technological issues influence our strategic direction and our organisational context. Wolf identifies, analyses, monitors and reviews factors that might affect our ability to satisfy our customers and various stakeholders, as well as those factors that might adversely affect the stability of our quality management processes on the quality management system's integrity.

Wolf monitors and reviews key information to ensure that a continual understanding or each group's requirements is derived and maintained. To facilitate the understanding or our context we regularly consider issues that influence our context during quarterly management review meetings.

Internal Considerations	External Forces
Market Access	Customers & Suppliers
Employees	Markets & Competition
Financial Performance	Regulatory & Statutory
Capacity & Geographical Reach	Macroeconomic
Values & Culture	Technological
Skills & Training	Political & Social

The output from these business planning and review sessions provides input to the consideration and documentation of risks and opportunities, and the actions that we take to address them. Refer to Section 6.1 for more information about our risk and opportunity management framework or access our Online Risk Management System
Although we recognise that ISO 9001:2015 does not require our organizational context to be maintained as documented information, we have started to maintain and retain, in addition to this document, the following documented information to describe our organizational context:

1. Analysis of business plans, strategies,
2. Tracking of statutory and regulatory commitments, such as BBBEE, Health & Safety and the ISO 9001 process
3. Our own economic analysis ;
4. SWOT analysis reports or schedules for internal issues;
5. PESTLE analysis reports or schedules for external issues;
6. Minutes of meetings (Management and design review minutes),
7. Process maps and financial performance reports.

4.1.1. PESTLE Summary

Political & Social Factors (P & S)	Economic Factors (E)
The Zuma governance decisions and Political instability in the ANC leadership will further add to uncertainty and undermine business confidence, stifling the benefits of global recovery. Availability of Skilled Labour and xenophobia to our non-SA employees. Endemic corruption trickles into procurement and we lose sales we should win	The added burden of non-investment grade sovereign debt will hurt the economy and our main clients.
Legal & Environmental Factors (L & E)	**Technology Factors (T)**
None that are significant	None that are significant

4.1.2. SWOT Analysis Summary

Strength (S)	Weakness (W)
Loyal & Committed Team Excellent Product Knowledge Consolidated borrowing, Rescue succeeded and ALL debt repaid Quick decision making	Volatility in Sales Passive Sales Approach Poor Strategic Relationships Disintermediated – too few direct clients Too few OEM relationships Concentration risk in small client base Concentration risk in mining Awful Premises and lack of lifting infrastructure Some legacy reputational issues

Opportunity (O)	Threat (T)
New Industry BBBEE scorecard and Vendor list BBBEE L2 requirements. New shareholder relationships across Mining and OEMs to be leveraged properly Recent failures of competitors – people, contracts Macro-economic recovery to diversify out of Mining	Systemic Procurement decisions are not merit based, they are relationship based and often fraudulent A few entrenched competitors dominate and Wolf might struggle to break into new Vendor Lists

4.2. Understanding the needs and expectations of interested parties

Wolf has identified the interested parties relevant to the Wolf Quality management system and determined the requirements of these various interested parties, both expressed and unexpressed. This information and insight will be used to prevent any potential effect on the organization's ability to consistently provide products and services which exceed expectations and meet applicable statutory and regulatory requirements.

Interested Party	Requirements (Expressed & Unexpressed)	Monitoring & Review Mechanism
External Suppliers	1. Consistent and steady business 2. Payment within agreed terms 3. Transparent and Open Communication 4. System Driven Purchase Orders 5. Unambiguous specifications supported by Engineering drawings where applicable or a bill of material generated from CAD	Supplier Online structured Survey Feedback with records kept in the survey database for trend analysis and management review.
Customers who are not the end user and are intermediaries	1. Communication – Open, Transparent, Trustworthy 2. Delivery – Reliable delivery within stated timelines 3. Quality – Standard of Workmanship 4. Pricing - Value for Money These priorities do change from customer to customer at times, but are generally true.	Customer Online structured Survey Feedback with records kept in the survey database for trend analysis and management review.
End user customers who deal with Wolf directly	1. Quality – Standard of Workmanship 2. Communication – Open, Transparent, Trustworthy 3. Delivery – Reliable delivery within stated timelines 4. Pricing - Value for Money	Customer Online structured Survey Feedback with records kept in the survey database for trend analysis and management review.

Interested Party	Requirements (Expressed & Unexpressed)	Monitoring & Review Mechanism
Statutory & Regulatory Body	1. 100% compliance 2. Transparency on non-compliance with remedial actions delivered	We retain our statutory certificates (SARS, Debt of Labour Letter of Good standing, etc.) and accreditations (BEE, ISO etc) in our document management system, which provides expiry alerts to the document owner. This is an agenda item in our quarterly business performance sessions.
Shareholders	1. Repayment of a single outstanding debt 2. Building a scalable operating model that can grow 3. Delivery on business strategy actions 4. Ethical behavior 5. Profit/Value	The main external shareholder has full access to all online systems, including Financials, Risk, Quoting and Sales Pipeline and conducts an informal 1:1 business update once a week to address any concerns or queries that may arise when using the online information.
Employees	1. Fair pay paid on time 2. No excessive over time 3. To be treated with respect 4. To work in a safe and secure working environment 5. To have the business invest in their skills development	360 degree anonymous feedback captured using our online survey tool.

4.3. Determining the Scope of the Wolf Quality Management System

Wolf determined the scope of its Quality Management System by taking into consideration:

- both external and internal issues,
- the requirements of the various interested parties and
- the Product & Service attributes that Wolf develops and supplies.

4.4. The Wolf Quality Management System Processes

Wolf has identified those processes that constitute the overall business Value Chain and which are hence the constructs that the Quality Management System must monitor, assure and improve. These processes have been mapped and their Interactions and handover points with other functional areas within the business and their associated processes, documented. Wolf has:

- Determined the inputs required and the outputs expected from each process,
- Mapped and documented each process.
- Determined the sequence and interaction of these processes in the context of the Value Chain
- Determined and applied the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes.

- Determined the resources needed for these processes and ensured their availability
- Assigned the responsibilities and authorities for each processes
- Addressed the risks and opportunities
- Evaluated these processes and implemented any changes needed to ensure that these processes achieve their intended results
- Implemented improvements to these processes and the quality management system

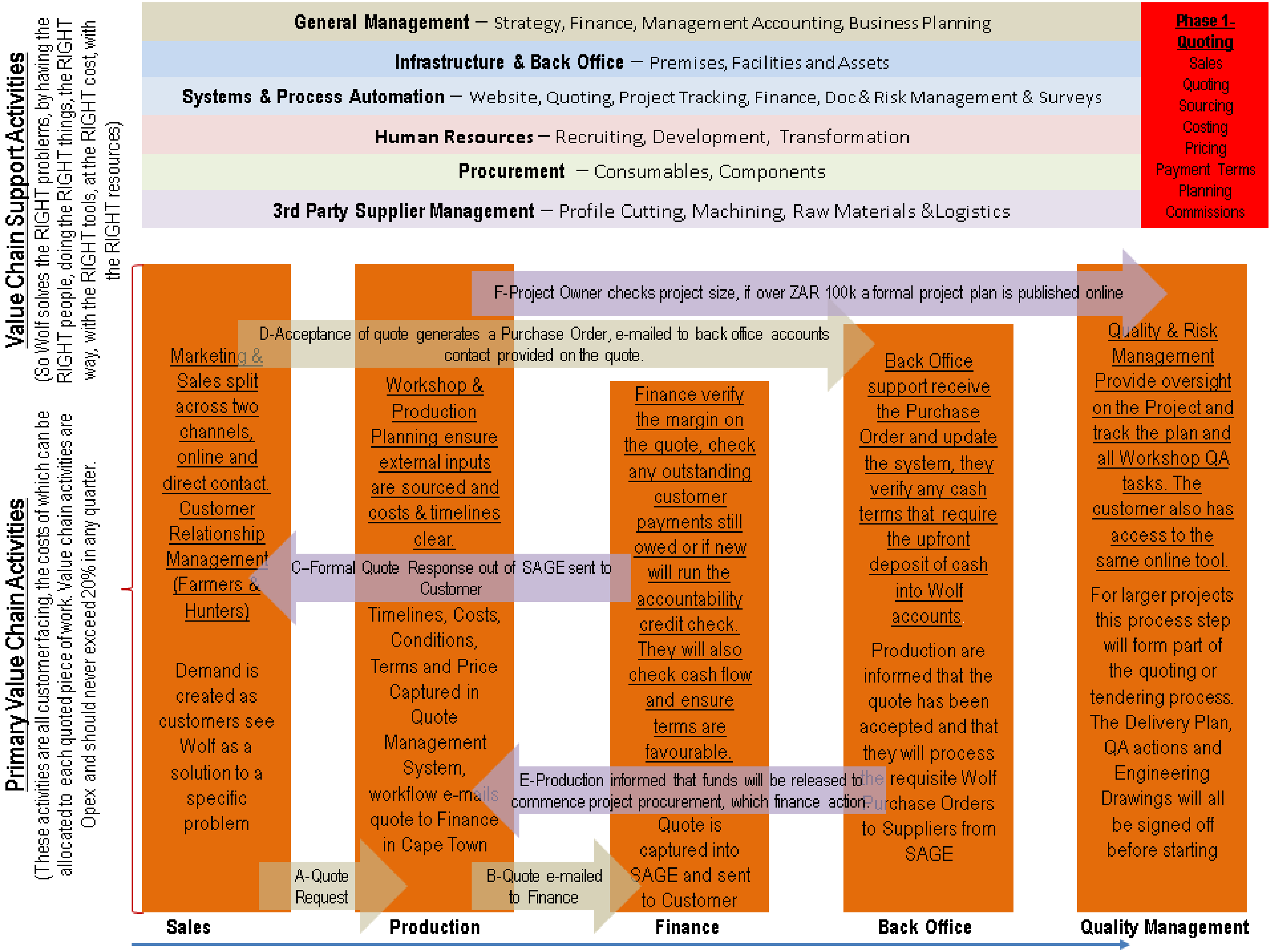
4.4.1. Wolf's Value Chain

Wolf's value Chain showing the link between Customer Interactions, Business Processes, Wolf functional Areas, Process Owners, and basic data handoffs.

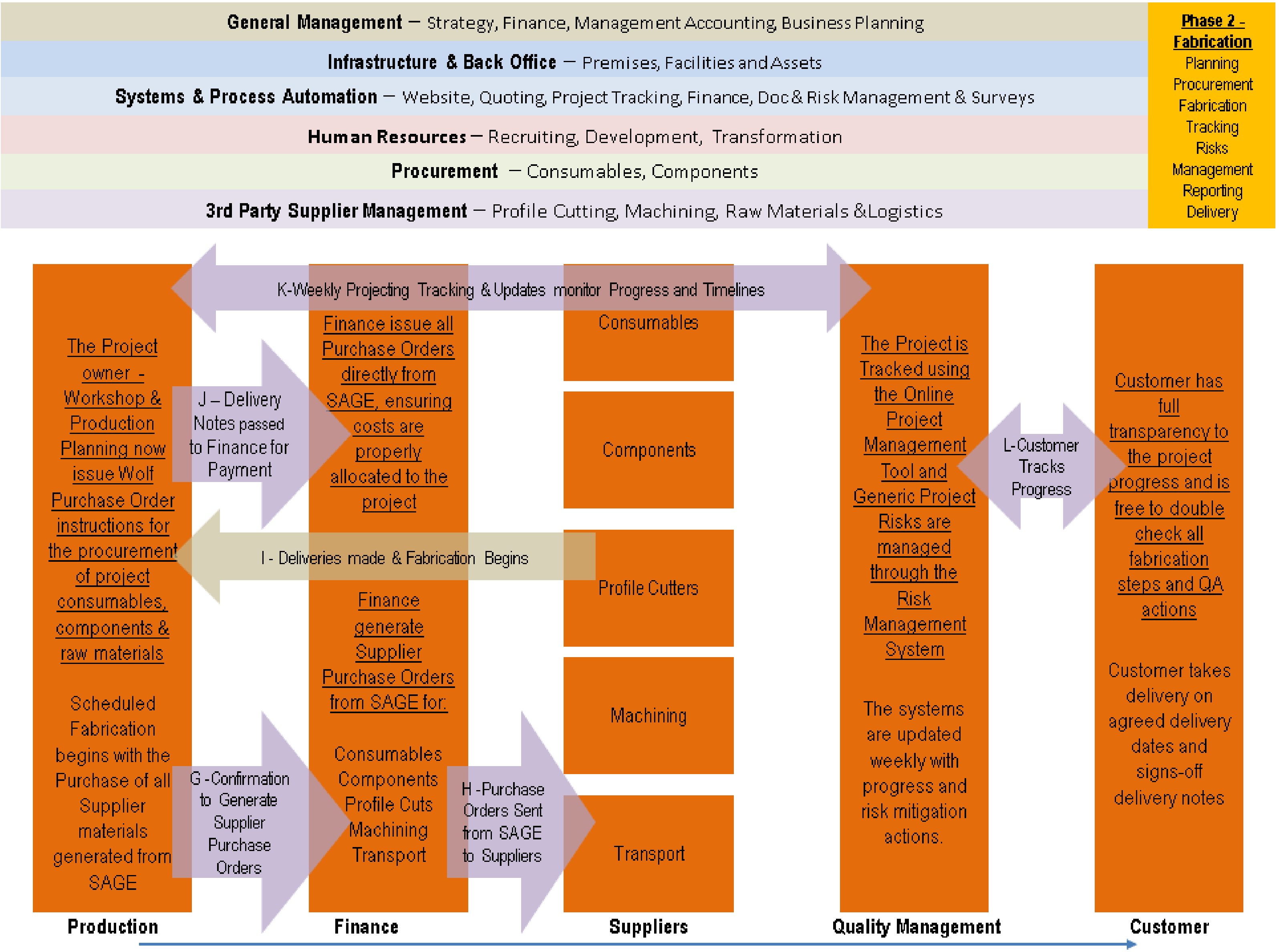
- Phase 1 Quoting All quotes follow this process regardless of size & value
- Phase 2 Production For the Project Tracking, Risk and Quality Management portion of the Value Chain only projects anything over 150K is mandatory,
- Phase 3 Invoicing All customers need to be surveyed First time customers always get surveyed

Flow of Time generally no less than 21 days and no more than 4 months

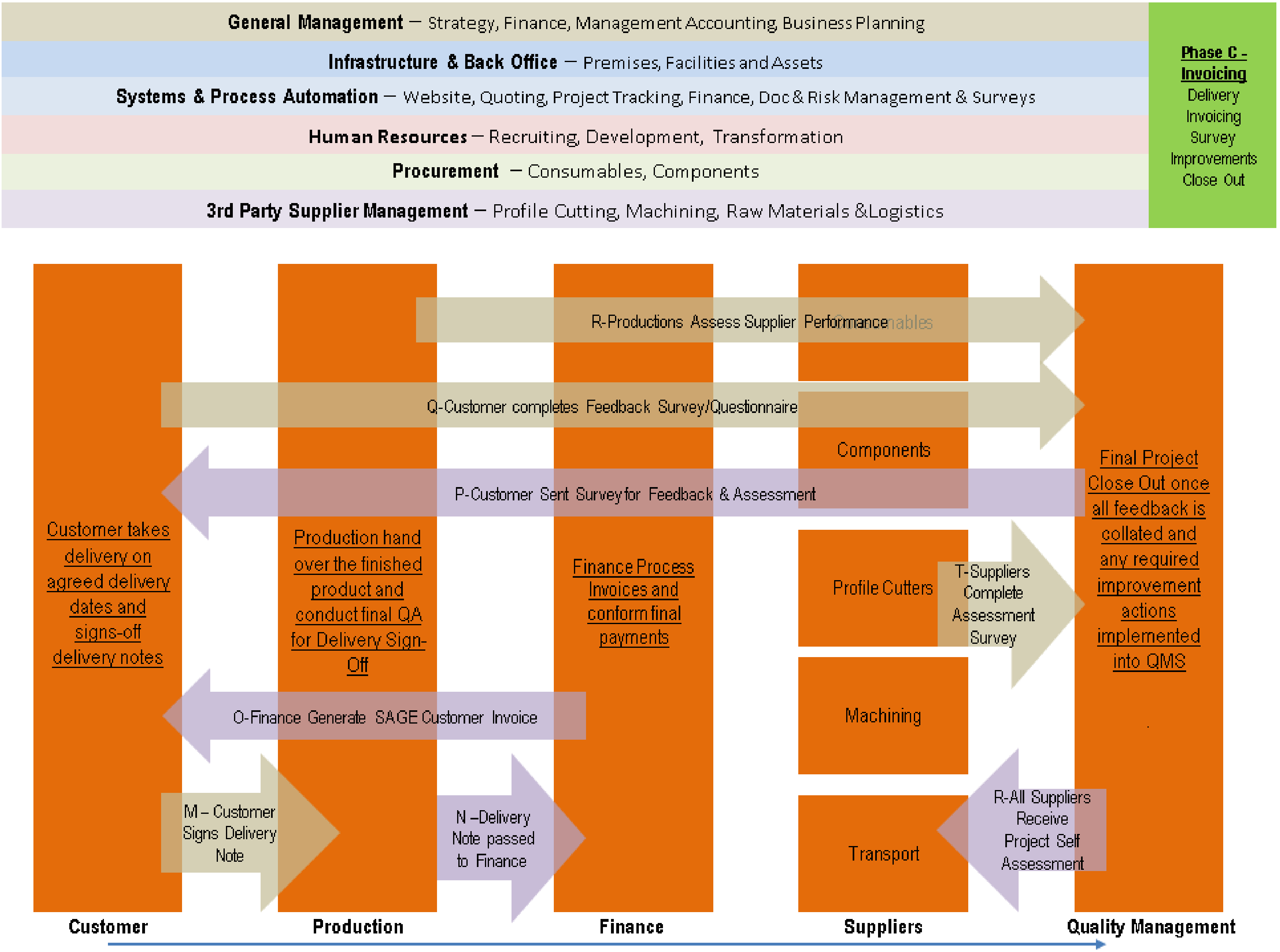
4.4.2. Sales & Quoting



4.4.3. Fabrication



4.4.4. Invoicing & Close Out



4.4.5. Wolf's Process Catalog

Value Chain Dimension	Process Name	Functional Domains included	Process Owner	Process Inputs Mapped	Process Touch Points	KPI Metrics Quantified	RACI	QA linked to Continuous Improvement	Documented & Available for Quick Reference
Phase 1 – Sales & Quoting	Sales & Quoting	Sales Production Finance Back Office Quality Management	Bradley Campbell	Yes	Yes	Quote Conversions Turnaround Time	Yes	Yes	Yes
Phase 2 – Fabrication	Fabrication	Production Supplier Management Finance Quality Management Customer Management	Hennie Buys	Yes	Yes	Accurate Quotes (by Cost) (by Time)	Yes	Yes	Yes
Phase 3 – Invoicing & Close Out	Invoicing & Project Closeout	Customer Management Production Finance Supplier Management Quality Management	Jessica Erens	Yes	Yes	CSM	Yes	Yes	Yes

4.4.6. Outsourced Processes of the Wolf Quality Management System

We have no process that is outsourced to 3rd parties.

5. Leadership

5.1 Leadership and Commitment

Wolf's Core Values reflect an uncompromising commitment to safety and quality.

- A clear focus on delivering customer value
- A drive for exceptional performance
- A reputation for integrity that is earned every day
- A culture built upon people and relationships

5.2.1. Quality Management in General

Wolf Fabrication & Engineering's leadership is also responsible for implementing the QMS, which includes the development and deployment of the quality policy, the quality objectives, and product/project-specific plans that are customer focused.

Top management provides the leadership and governance to all activities related to the lifecycle processes including defining the strategic direction, responsibility, authority, and communication to assure the safe and effective performance.

Wolf Fabrication & Engineering's governance structure provides necessary support for creating and establishing appropriate processes that are important for maintaining and achieving our quality objectives and policies.

In addition, governance activities include systematic verification of the effectiveness our QMS by undertaking internal audits and analyzing performance data.

Regular management reviews ensure that our quality management system is adequate and effective, and that any necessary adjustments are made as a result.

Figure 2: Leadership PDCA Cycle

Top management is committed to implementing and developing the quality management system and this commitment is defined by our corporate policies and objectives. Wolf Fabrication & Engineering ensures that our policies are understood, implemented and maintained throughout at all levels of the organization through printed distribution of our policy statements and through periodic management review of the policy statements and corporate level improvement objectives.

Wolf Fabrication & Engineering communicates our mission, vision, strategy, policies and processes to all employees in order to:

1. Create and sustain shared values of fairness and ethical behavior;
2. Establish a culture of trust and integrity;
3. Encourage commitment to quality;
4. Provide people with the required resources, training and authority to act with accountability;
5. Inspire, encourage and recognize people's contribution.

5.2.2. Customer Focus

Wolf strives to identify current and future customer needs, to meet their requirements and to exceed their expectations. Top management ensures that the focus on improving customer satisfaction is maintained by setting and reviewing objectives related to customer satisfaction at management review meetings. Top management also ensures that customer requirements are understood and met. Customer requirements are understood, converted into internal requirements and communicated to appropriate personnel within the Organisation. Customer complaints and other customer feedback are continually monitored and measured to identify opportunities for improvement. We continually look for ways to interact directly with our customers to ensure that we focus on their unique needs and expectations

5.2 Wolf's Quality Policy

Wolf has an online web page available to all interested parties that details our Quality Policy, its Principles and all Leadership actions associated with a commitment to quality management.

https:/www.wolfeng.co.za/iso9001.html. Please visit this page and familiarize yourself with its content.

We at Wolf Fabrication & Engineering are committed to defining our position in the marketplace and understanding how relevant factors arising from legal, political, macro-economic, social and technological issues influence our strategic direction and our organizational context.

Wolf Fabrication & Engineering identifies, analyzes, monitors and reviews factors that might affect our ability to satisfy both our customers and stakeholders, as well as those factors that might adversely affect the stability of our quality processes, or our management system's integrity.

To ensure that our QMS is aligned with our strategy, whilst taking account of relevant internal and external factors; we initially collate and analyze pertinent information in order to determine any potential impact on our context and subsequent business strategy.

Wolf Fabrication & Engineering then monitors and reviews this information to ensure that a continual understanding of each group's requirements is derived and maintained. To facilitate the understanding of our context, we regularly consider issues that influence our context during quarterly business review meetings and these are tracked via minutes and business planning documents, which are available online in our document management system.

5.2.1. Establishing the Quality Policy

The Wolf quality policy acts as a compass by providing the direction and framework for establishing key business level performance measures, as well as related objectives and targets. Top management ensures that our business policies are established and documented, and that the policies are available to all interested parties via our website. The Quality Manager has overall responsibility for defining, documenting, implementing and reviewing our quality policy in consultation with the management teams and other personnel. The policy is reviewed at least annually, as part of the management review programme or at a frequency determined by:

1. The changing needs and expectations of relevant interested parties, Section 4.2.
2. The risks and opportunities that are presented through the risk management process, Section 6.1.

The quality policy is communicated to all employees at all levels throughout our organisation via training, regular internal communications and reinforcement during annual employee performance reviews. Employee understanding of our policies and objectives is determined during internal audits and other methods deemed appropriate.

5.2.2. Communicating the Quality Policy

Wolf is committed to continual quality improvement. To achieve this objective, the policy of Wolf is defined as follows: "*Our mission is to be the leading non-OEM earth moving bucket fabricator and repair business in South Africa. We will be recognised as providers of world class earth moving buckets that are superior to any OEM product. Our onsite mobility services will increase our customer's competitiveness and significantly contribute to operational efficiencies. Customer loyalty and satisfaction are our primary goals, which we will guarantee by producing products reflecting quality workmanship, delivered within promised timelines and at less cost than an OEM. We are committed to comply with our Quality Management System and to empower our employees to initiate actions to ensure both quality and continual improvement in all that we do. We believe that insisting on quality and adhering to the principles of quality management are central to behavior that is seen as ethical and socially responsible*."

5.3 Organizational Roles, Responsivities & Mandate

Our organisational structure is defined in Appendix A.5. The Organisation chart shows the interrelation of personnel within Wolf whilst job descriptions define the responsibilities and authorities of each role. Job descriptions and the Organisational structure are reviewed and approved by management for adequacy as determined by the changing needs and expectations of the interested parties identified in Section 4.2, and any risk and opportunities presented through the risk management process, Section 6.1. Members of management are ultimately responsible for the quality of Wolf's products and services since they control the resources, systems and processes by which conforming work is accomplished. Top management are responsible for business planning, development and the communication of our policies, quality management system planning, the establishment and deployment of objectives, the provision of resources needed to implement and improve the quality management system and for undertaking management reviews.

Top management has assigned the responsibility and authority to the process owners within our value chain in order to:

- Ensure that QMS processes are delivering their intended outcomes;
- Report on the operation of the QMS and identifying any opportunities;
- Ensure that improvement is taking place;
- Ensure that customer focus is promoted throughout the business;
- Ensure that whenever changes to the QMS are planned that they are implemented;
- Ensure the integrity of the system is maintained during changes;
- Ensure that responsibilities and authorities relating to the QMS are communicated and understood.
- And that all managers demonstrate their commitment to the development and improvement of the quality management system through the provision of necessary resources, through their involvement in the internal audit process and through their proactive involvement in continual improvement activities.

Emphasis is placed on improving both the effectiveness and efficiency of key system processes. All managers are responsible for execution of the business plan and the implementation of the policies, processes and systems described in this manual. All managers are responsible for planning and controlling the management system processes within their area of responsibility, including the establishment and deployment of operational level objectives and the provision of resources needed to implement and improve these processes. All employees are responsible for the quality of their work and implementation of the policies and procedures applicable to processes they perform. Employees are motivated and empowered to identify and report any known or potential problems and to recommend related solutions to aid the corrective and preventive action process.

5.3.1. Customer Focus

Customer needs are paramount and represent the highest priority within our business. Our obligation is to proactively seek out and define customer needs while addressing all requests expeditiously without creating false expectations.

5.3.2. Quality Focus

Beginning with a clear definition of customers' expectations, we strive to consistently meet or exceed them. We adhere to all applicable standards and customer specific requirements and endeavor to provide processes that ensure we achieve this in order to build a robust and world class business. Central to our focus on quality are the following quality management principles:

- Customer focus or centricity
- Leadership and Alignment
- Managing Expectations & Engaging People
- Application of Structure through Process
- Continuous Improvement
- Decision Making based on data
- Managing relationships

6. Management System Planning

6.1 Actions Addressing Risks & Opportunities

Figure 4: Risk & Opportunities PDCA Cycle

The overall aim of risk and opportunity management within Wolf Fabrication & Engineering is to ensure that organizational capabilities and resources are employed in an efficient and effective manner to take advantage of opportunities and to mitigate risks.

Management is responsible for incorporating risk based thinking in to our organization's culture. This includes the establishment of risk management policies and targets to ensure effective implementation of risk and opportunity management principles and activities by:

1. Providing sufficient resources to carry out risk and opportunity management activities;
2. Assigning responsibilities and authorities for risk and opportunity management activities;
3. Reviewing information and results from audits and risk and opportunity management activities.

The scope of Wolf Fabrication & Engineering's risk and opportunity management process includes the assessment of the internal and external issues identified in Section 4.1, and the assessment of the needs and expectations of any interested parties identified in Section 4.2. Risk and opportunity management is undertaken as part of Wolf Fabrication & Engineering's day-to-day operations and is captured at the following hierarchy:

1. Strategic level;
2. Programme level;
3. Department level;
4. Process level;

Establishing such a hierarchy for capturing risk and opportunity ensures that each is managed at the most appropriate level within our organization. Typically, the following categories are assigned to each level in the hierarchy as shown in the table opposite.

Business Hierarchy	Risk/Opportunity
Strategic level	Budgets and profitability
Programme level	Performance and efficiency
Department level	Resources and targets
Process level	Evaluation and assurance

Wolf Fabrication & Engineering has classified its 'risk appetite' as the amount of risk that we are willing to accept in pursuit of an opportunity or the avoidance of risk where each pertains to product and/or system conformity, and which reflect the following considerations:

1. Risk management philosophy per product or process;
2. Capacity to take on or mitigate risk;
3. Our objectives, business plans and respective stakeholder demands;
4. All risks are managed through our Risk System

6.2 Setting Quality Objectives with achievable Plans

Wolf has set out its objectives and targets and does not envisage that these will change in the foreseeable future. Our management review minutes track these. We acknowledge improvements in quality and performance are incremental and our business must focus on continual improvement which must balance these with the size and complexity of our organisation and our customer needs.

When setting objectives and targets, our organisation ensures that they are consistent with the needs and expectations of our interested parties, as defined in Section 4.2. In addition, financial, operational and business requirements are considered. In order to determine whether or not our objectives and targets are being met, they are measured and reported as a set of key performance indicators (KPI). This allows progress to be monitored as metrics are gathered and data is analysed. KPIs and objectives for our Organisation include the following aspects:

- Quotes Generated and Quote Conversion Rate
- Turnover & Profitability
- Sales Targets
- Customer Satisfaction
- Complaints & Complaint Recovery
- Process Improvements

On the basis of the set quality policies and in connection with the application of the ISO 9001 quality management principles Wolf sets quality objectives that are:

- Specific – we avoid ambiguity and are clear in what must be done
- Measurable – we quantify or at least suggest an indicator of progress.
- Achievable – we state what results can realistically be achieved, given available resources.
- Responsible – we specify who will do it.
- Time-related – we specify when the result(s) can be achieved.

It is important to note that we do not use the number of complaints as a metric but the percentage of complaints that are recovered from the total instead. This is to promote the importance of listening to interested parties and acknowledging their feedback and making sure any associated improvements are embedded into our business processes.

6.3 Planning of Changes

The control and planning of changes is specified in the Wolf.1020-r0-nonconformities-and-corrective-action policy which available online please click here. We acknowledge the source of changes as being either:

- From non-conformance to our monitored processes that we pick up internally
- From Interested party feedback which can be classified as non-conformance
- From general the natural evolution and changes in customer needs and priorities
- From the maturation of our business processes through continuous improvement

All changes require a root cause analysis using the "5 why" methodology which allows us to differentiate between symptom and root cause. Specific changes are documented in using the Wolf-form-1020.1-r0-corrective-action-request-form.pdf and then logged in Wolf-form-1020.2-r0-corrective-action-request-log.pdf .These documents are then stored in our online Document Management System for retrieval and version control. They are stored under the "Quality Management" department classification and are assigned to the category "Continuous Improvement" and can be found when searched for using "Wolf-form-1020".

Because we are a small business, once the remedial actions of a complaint or process observation are discussed and agreed upon, implementation is assigned to the process owner and the quality assurance of the change is overseen by our quality manager. We operate under the assumption that all changes can and should be actioned immediately unless there is a sufficiently reasonable reason not to implement a change immediately.

7. Support

7.1 Resources

7.1.1. General Principles

Wolf is a small enterprise and cannot afford to hire specialist and dedicated quality management staff, but at the same time we cannot afford, and do not wish to ignore the benefits of focusing on total quality management. Thus it is our philosophy that quality is owned by each and every member of our business.

7.1.2. People

If the outcomes of quality management are:

- delivery of great workmanship,
- well managed costs,
- within timelines that are reliable,
- In an environment which is safe and healthy,
- where communication is open and transparent,
- and where customer satisfaction is the key measure of all we do

Then how could quality not be at the heart of everything everyone does at Wolf? Quality management is the responsibility of all Wolf staff.

Each staff member has an employee folder detailing training records which are maintained to demonstrate competency and experience. We have no Human Resource Manager and it is the task of each member of staff to ensure that their training is maintained. The Wolf Staff are deemed an interested party and as such have a voice which we listen to. We have an online survey tool, with the responses maintained in a database for review. Within this twice annual survey specific questions are asked about training and the need for training. In particular, where welding certification must be tracked, each employee has an external examination every 6 months on their welding proficiency. A record of their qualification is kept in the Document Management System, under the “Human Resources” department and categorized as “Certificate”. A search for AWS will return all documents and training certificates associated with AWS (American Welding Standards)

7.1.3. Infrastructure

Wolf management is responsible for planning, providing and maintaining the resources needed to achieve product and process conformance, including buildings, workspace and associated utilities. Wolf is striving to create a paperless office where record retrieval is easy and effective. To this end we have the following online systems in place, allowing access from any location including mobility devices.

- Document Management
- Risk Management

- Project Tracking & Quality Assurance
- Interested Party Feedback & Monitoring
- Quote Management & Sales Pipeline Management
- Financial Management

Three of these systems are provided for the ease of customers

- Online Customer Quote Request
- Project Tracking & Quality Assurance
- Customer Feedback & Satisfaction Survey

7.1.4. Environment for the operation of Processes

Wolf ensures that our office complies with relevant health and safety regulations. Wolf management is committed to providing:

- A place of work that is safe, including all equipment and methods of work;
- Working premises that are easy to access using public transport;
- Training, instruction, information and supervision for employees;
- Infrastructure for the safe handling of equipment, and materials;
- Safe working environment with good lighting, ventilation, safe passageways, stairs and corridors.
- Specific infrastructure for sand-blasting and spray-painting

It is for these reasons that Wolf is moving to the Demag-Mannesmann facilities in Boksburg

7.1.5. Monitoring & Measuring Resources

The following systems have been built for the consistent recording of interested party feedback. The feedback is stored in a relational database for monitoring and analysis.

- Supplier Feedback Monitoring
- Customer Satisfaction Monitoring
- Staff Monitoring using a 360 feedback survey

To maintain consistency we appraise our key suppliers and store this in our internal survey system

- Quarterly Evaluation of Component Suppliers
- Quarterly Evaluation of Gas & Welding Suppliers
- Quarterly Evaluation of Machining Suppliers
- Quarterly Evaluation of Profile Cutting Suppliers
- Quarterly Evaluation of Transport Suppliers

7.1.6. Organisational Knowledge

To promote the retention and availability of Organisational knowledge, we record to an extent that is feasibly possible, key business information, and key business documents all of which we store in our Document Management System. Examples of retained Organisational knowledge include:

1. Documented information regarding Quality Processes
2. Templates and Forms key to the Wolf QMS
3. Certifications, accreditations, letters of good standing and compliance requirements
4. Purchase order templates for the procurement related to job cards and job cards
5. The training records of key skilled people;
6. Specific projects and their plans with all key artefacts attached to each project step and retained online.

Wolf determines and reviews internal and external sources of knowledge, such as:

- Lessons learnt from non-conformities, corrective actions, and the results of improvement;
- Gathering knowledge from customers, suppliers and partners, benchmarking against competitors;
- Sharing knowledge with relevant interested parties to ensure sustainability of the Organisation;

7.2 Competence

Competency training and monitoring is conducted in-house. For more specialist skills, external resources are utilised or the business outsourced. The effectiveness of training is evaluated and recorded. Future competency training needs are identified as part of the Management Review process.

7.3 Awareness

The small size of Wolf at the moment make awareness a trivial exercise, as the management team meet every day and interact with the workshop staff on an hourly basis. Where required; awareness training and monitoring is conducted in-house, although for more specialist skills, external courses are utilised.

7.4 Communication

Communication is a core value embedded in our Organisation.

7.5 Documented Information

7.5.1. In General

Documented information is retained in our online Document Management System. For working documents we use Microsoft OneDrive and the built in functionality it has for version control and document sharing.

7.5.2. Creating and Updating

We have configured the system to reflect the functional domains of our business. All managers have appropriate system administration rights. The filing of documentation occurs by:

Department	Category	Department Privileges	User Privileges

Department	Category	Department Privileges	User Privileges
Compliance	Affidavits	Forbidden	Forbidden
Engineering	Board Resolutions	None	None
Finance	Certificates	View	View
Governance	Continuous Improvement	Read	Read
Human Resources	Contracts	Write	Write
Information Systems	Credit Applications - Customers	Admin	Admin
Legal	Credit Applications – Suppliers		
Procurement	Documents		
Quality Management	Engineering Documents		
Sales	Information		
Strategy & Planning	Job Card Controls		
	Letters		
	Presentations		
	Product Warranties		
	Purchase Order Templates		
	Share Certificates		
	SOP		
	Training Material		

7.5.3. Control of Documented Information

Our Document Management System has built in check-in and check-out functionality and this provides full control of our documentation. The system allows for the viewing of documents easily and is suitable for mobility and out of office access.

8. Operation

8.1 Operational Planning & Control

Wolf has mapped out business processes and owners of these processes to ensure adequate controls. The processes across the Wolf value chain, as detailed in section 4.4, are designed with quality assurance steps in them and hand over criteria between the various functional domains.

8.2 Requirements for Products and Services

8.2.1. Customer Communication

Our customer needs analysis has established that open and transparent communication is one 4 key customer requirements and thus communication with customers includes:

a) Customer Relationship Management through site visits
b) Providing information and confirming products fabrication designs through engineering drawings;
c) Online project tracing logons for our clients to monitor project delivery
d) Obtaining customer feedback relating to products and services, including customer complaints;
e) Establishing specific requirements for contingency actions, including expectation management when delays on a project occur.

8.2.2. Determining the requirements for Products and Services

In so far as individual projects are concerned the Wolf quoting and fabrication process determines through its embedded quality assurance steps, such as Engineering Drawing sign-off what a customer requires for a specific product, In those instances where a formal tending process is required, Wolf aims to at least meet if not exceed the requirements of the specific tendering processes. Where ongoing mobility services are rendered for production maintenance Wolf conforms to the contracted party's contractor's pack requirements and all contractual SLAs.

8.2.3. Review of the requirements for Products and Services

The need of our customers are constantly reviewed as they are an interested party and form party of the customer satisfaction feedback embedded into our QMS as well as the initial quoting and fabrications QA steps.

8.2.4. Changes to the requirements of Products and Services

8.3 Design Development of products and Services

This is an exclusion in our Quality Management System. This is because we manufacture earth moving buckets for OEM machines, the design for which is already in place. In so far as repairs are concerned the Quality Management Process requires a sign-off of an Engineering Drawing as confirmation that the repair order is properly understood and executed upon.

8.4 Control of externally provided processes, products and services

8.4.1. In General

Wolf uses the following services in the fabrication and repair of earth moving buckets:

- Metal Profiling & bending
- Machining
- Transport
- Components

For each of these we have a supplier selection process and we constantly monitor the quality of their product and service according to the following criteria:

- Ease of doing business
- Pricing and Value for Money
- Range of Product & Services
- Reliability of Delivery Timeframes
- Quality of Workmanship
- Credit & Terms of Payment
- BEE Level
- Responsiveness and going the extra mile

8.4.2. Type and Extent of Control

In each project quotes are requested from each suppliers. We have about 5 different suppliers for each class of product and service. When a purchase order is received a job card is opened for that particular project. Associated with the job card are formal purchase order requests that must be filled out and handed to finance for authorization in SAGE, our accounting system. Each job card has quality assurance sign-off points and tracking for the monitoring criteria stipulated above. Every quarter the Production and Sales managers review the suppliers as per the scorecard we have available online in our Interested Party and Monitoring tool.

8.4.3. Information for External Providers

Each purchase order for the various suppliers is different and specific to each class of supplier. The template for each is filled out as is appropriate. For example that which we use for transport will specify all the details we necessary for an efficient pick up or drop off, including:

- Type of transport required
- Whether special permits are required
- Contact details of the local person organization th delivery
- Address and Google map directions

In each instance more than sufficient information is provided, including engineering drawing, as is necessary.

8.5 Products and Service Provision

8.5.1. Control of Production and Service Provision

Wolf implements production and service provision under controlled conditions. These controlled conditions include the following:

a) a Job Card and formal quote making available the documented information that defines,
   1) the characteristics of the products to be produced, the services to be provided, or the activities to be performed;
   2) the results to be achieved;
b) the availability and use of suitable monitoring and measuring resources, where by each job card has specific quality assurance sign-off checks to monitor workmanship and the quality of work done by suppliers
c) the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met;
d) the use of suitable infrastructure and environment for the operation of processes;
e) the appointment of competent persons, including any required qualification;
f) the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
g) the implementation of actions to prevent human error;
h) the implementation of release, delivery and post-delivery activities.

8.5.2. Identification & Traceability

Each fabricated product is assigned a serial number that is logged in a database for identification and tracking purposes. The serial numbers are assigned to the job card that delivered the work and all necessary information is recorded for each serial numbers, including:

- Date of Fabrication
- Date of Delivery
- Product description
- Original Client Purchase order
- The Wolf invoice number
- Customer Contact Details
- Whether a post implementation customer survey was completed

8.5.3. Property belonging to customers or external providers

Wolf exercises due care with property belonging to customers in its possession. This is less of a concern because the property of our clients is generally (by the very physical nature of the item), typically made of steel and extremely heavy, and thus:

- Immovable

- Difficult to destroy

Wolf protects and safeguards customers' or external providers' property provided for use or incorporation into the products and services principally against

- Theft, by using the services of a security company
- Major perils, by insuring against fire and public liability

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, the organization reports this to the customer or external provider and retains documented information on what has occurred.

8.5.4. Preservation

Wolf preserves the outputs of production and service provision, to the extent necessary to ensure conformity to requirements by using and recording:

- All quotes generated and associated purchase orders
- Physical records of each job card and delivery notes
- Physical records of all supplier procurement reconciled to the SAGE financials
- Project Plans that are kept online for future retrieval
- Serial numbers of fabricated products
- Customer feedback

8.5.5. Post Delivery Activities

Wolf conducts post-delivery activities associated with our products and services in the context of an ongoing customer relationship and these include:

a) Statutory and regulatory requirements, where we conform to the Health and Safety requirements specific to the industry of that specific customer
b) Customer relationship management where we conduct business visits
c) Customer feedback, where we use our feedback tool to get structured feedback on satisfaction measures

8.5.6. Control Changes

Wolf reviews and controls changes for production or service provision, to the extent necessary, to ensure continuing conformity with our QMS requirements. Wolf retains documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review. Wolf uses the policies for change requests and the quarterly business management review as inputs into any control changes.

8.6 Release of Products and Services

Wolf will only release a product once the Job Card and Project Tracking have been independently reviewed by the Production Manager and the Quality manager. The job vard must have all quality control actions verified and signed-off and the project plan must be updated and these actions assigned a stsus of completed-signed off".

8.7 Control of non-conforming units

Wolf classes non-conformance issues in two ways:

1) Those which are trapped and recognised by the Wolf Quality management System internally. In this instance the quality defect is addressed internally and at Wolf's expense. If it results in a delay, this delay will be communicated immediately to the customer. Because contingency for delays is built into the planning, these non-conformities can be remedied without impacting the customer.
2) Those that are reported by our customers externally. Such non-conformities can occur either at
   a. Time of delivery, and which invokes the Wolf non-conformity policy with appropriate remedial actions
   b. During normal operations, which invokes Wolf's warranty and investigation into the failure

Wolf deals with nonconforming outputs in one or more of the following ways:

- Correction through rework at our own expense
- Remedial training to prevent future occurrences
- Segregation, containment, return or suspension of provision of products and services;
- Direct customer complaint recovery
- Changes to Wolf's internal processes as described in our continuous improvement policy

Conformity to the requirements are verified when nonconforming outputs are corrected.

9. Performance Evaluation

9.1 Monitoring Measurement Analysis & Evaluation

9.1.1. General

Wolf determines:

a) what needs to be monitored and measured;

b) the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;

c) when the monitoring and measuring shall be performed;

d) when the results from monitoring and measurement shall be analysed and evaluated.

The organization shall evaluate the performance and the effectiveness of the quality management system. The organization shall retain appropriate documented information as evidence of the results.

9.1.2. Customer Satisfaction

Wolf monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled, through the use of its online Customer Surveys. The data is stored in a database ready for retrieval and trend analysis.

9.1.3. Analysis and Evaluation

9.2 Internal Audit

Procedures have been established for a schedule of planned and documented internal quality audits to verify that the Quality Management System conforms to the ISO 9001:2015 accreditation requirements and has been effectively implemented and maintained.

The scope of the internal audit is

- Planning and organizing audits depending on the urgency and the extent of the activity concerned and the results of the prior audit. The internal quality system audits as per schedule are to be carried out at least once every **SIX Months** period and at least twice annually.
- The results of the audit are documented in specified format to record non conformances in product / process and work practices and brought to the attention of the person responsible for the process audited, who in turn shall take appropriate corrective actions within agreed timeframes and ensure removal of deficiencies observed.
- Evaluation of the effectiveness of any identified corrective action against any such internal audit findings prior to subsequent management review meeting and recorded.
- Ensuring that non-conformances observed during the internal audit are closed by appropriate corrective action implementation in a defined period. Identifying and re-auditing corrective actions needing confirmation for their effective implementation and also arranging for the verification in subsequent audits or follow up audits that are planned.
- Maintaining appropriate records of implementation & effectiveness in the form of internal audit reports.

Corrective actions will follow the procedure Wolf-1020.1-r0-corrective-action-request-form.pdf.The follow up on the corrective actions is detailed in procedure no. Wolf-0910_r0-monitoring-measurement-analysis-evaluation.pdf

The nonconformance issues identified during third party audits or by external agencies are handled in the same manner. The non-conformances of internal audits remaining open due to delay in implementation of corrective action along with major non-conformances recorded will be reviewed during management review meetings described in Wolf.0930-r0-management-reviews.pdf.

9.3 Management Review

9.3.1. General

The management team of Wolf reviews the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.
Management review will be conducted and chaired by Ivan Uttley every **SIX Months** to ensure continuing suitability & effectiveness in satisfying the requirements of ISO 9001:2015 and the stated quality policy and objectives. The Management Review will include all elements of the entire quality system as detailed in procedure and schedule for the Management Review is described in Wolf.0930-r0-management-reviews.pdf. Records of Management Review Meetings shall be during review shall assess opportunities for improvement and the need for changes in Quality Management System, including the Quality Policy and Quality Objectives.

9.3.2. Management Review Inputs

The management review is planned and carried out taking into consideration

a. The status of actions from previous management reviews
b. Changes in external and internal issues that are relevant to the quality management system;
c. Information on the performance and effectiveness of the quality management system, including trends in:
    1) customer satisfaction and feedback from relevant interested parties;
    2) the extent to which quality objectives have been met;
    3) process performance and conformity of products and services;
    4) nonconformities and corrective actions;
    5) monitoring and measurement results;
    6) audit results;
    7) the performance of external providers
    8) The adequacy of resources;

9) The effectiveness of actions taken to address risks and opportunities (see 6.1);

10) Opportunities for improvement

9.3.3. Management Review Outputs

The outputs of the management review include decisions and actions related to:

- Opportunities for improvement;
- Complaint recoveries
- Any need for changes to the quality management system;
- Resourcing needs.

Wolf retains documented information as evidence of the results of management reviews

10. Improvement

10.1 In General

Wolf continually identifies and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction. These include:

a) Improving products and services to meet requirements
b) 4Identifying and addressing future needs and expectations
c) Correcting, preventing or reducing undesired effects and
d) Improving the performance and effectiveness of the quality management system.

Improvements include corrective action, continual improvement, breakthrough change, innovation and re-organization.

10.2 Nonconformity & Corrective Action

All nonconformities relating to product, process and the quality system are investigated & the results are recorded. While investigating causes of non-conformances & deciding corrective actions, the team identifies other products / situations where similar nonconformance can occur.

Corrective actions for nonconforming products and processes, detected in the organization are recorded; analyzed, reviewed and necessary actions are taken. This will be the responsibility of the various process owners. The corrective action and preventive measures are implemented and their effectiveness is monitored.

The details are as described in the procedure Wolf.1020-r0-nonconformities-and-corrective-action.pdf.

Corrective actions are taken on customer complaints; by analyzing the causes of the complaints and taking suitable action to prevent their reoccurrence. The effectiveness of the identified corrective action is monitored through customer feedback and also the customers are kept aware of the corrective actions initiated, with each identified corrective action.

10.3 Continual Improvement

Wolf continually improves the suitability, adequacy and effectiveness of the quality management system and considers the results of analysis and evaluation. The outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement

Appendices

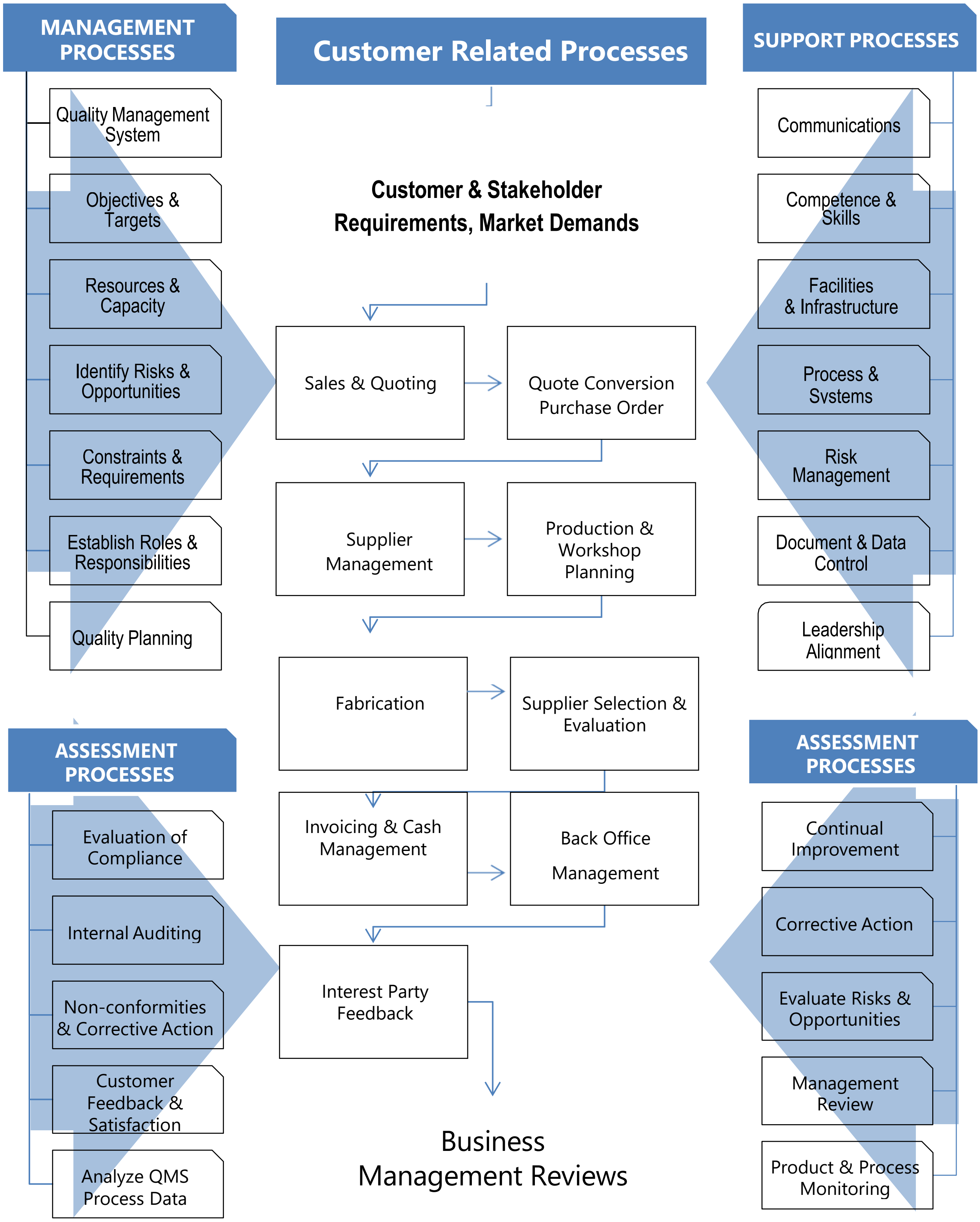
A.1 Wolf Quality Policies

Wolf Quality Policies - ISO 9001:2015		
Wolf Name	**ISO Ref**	**Alternative System**
Wolf-0610-r0-risk-and-opportunities.pdf	6.1	
Wolf-0912-r0-client-satisfaction.pdf	9.1.2	
Wolf-0920-r0-internal_audits.pdf	9.2	
Wolf-0930-r0-Management-Review-Agenda.pdf	9.3	
Wolf-0930-r0-management-reviews.pdf	9.3	
Wolf-1020-r0-nonconformities-and-corrective-action.pdf	10.2	

A.2 Wolf Forms

Wolf Quality Forms - ISO 9001:2015		
Wolf Form	**ISO Ref**	**Alternative System**
Wolf Risk Register	6.1	Wolf Risk Management
form_0620.1_r0_management_program	6.2	
form_0630.1_r0_management_of_change_form	6.3	
form_0630.2_r0_moc_log	6.3	
form_0720.1_r0_training_matrix	7.2.1	
form_0720.2_r0_training_attendance	7.2.2	
form_0750.1_r0_document_registry	7.5.1	
form_0750.2_r0_document_change_request	7.5.2	
form_0750.3_r0_dcr_log	7.5.3	
form_0750.4_r0_record_master_index	7.5.4	
form_0840.1_r0_supplier_registry	8.4.1	
Wolf-form-0920-r0-internal-audit-schedule	9.2	n/a
Wolf-form-1020.1-r0-corrective-action-request-form	10.2.1	n/a
Wolf-form-1020.2-r0-corrective-action-request-log	10.2.2	n/a

A.3 Sequence & Interaction of Wolf Business Processes



A.4 Wolf Organizational Structure