

QUALITY MANAGEMENT MANUAL

Aubert & Duval

Index 6

0. LIST OF REVISIONS

Date	Index	Object
30/05/2023	0	Création
18/12/2023	1	Update quality organization + identity card steering authorities + ISO 19443 (§ 8.3 not applicable)
19/02/2024	2	Updating of process identity cards: P2, P3, P4, P5, P8 (changes are highlighted in yellow)
24/062024	3	Update scoops + added ISO19443 certificate
30/07/2024	4	Creation of two new Processes in the quality management system: P9 and P10
15/11/2024	5	Integration of the AD Spain site at Oiartzun Change of P6 process leader
08/01/2025	6	Change of CEO Merger/integration of UKAD into AUBERT&DUVAL's Les Ancizes site Change of ownership (Interforge - 100% AD) Change of leader for the P1 process Page 5, 10 et 11

SIGNATURES

Written by / Rédacteur(s) B. DELSUPEXHE	Verified by / Vérificateur(s) T. ROUAULT	Approved by / Approbateur(s) E. GALAN
Signature:	Signature:	Signature:

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1. PRESENTATION OF AUBERT & DUVAL

A&D, a world leader in cutting-edge metallurgical solutions

Aubert & Duval at a glance: locations and key figures

3 900
Employees

693M€
Revenue in 2023

Markets:

- Aeronautics & space: ~65 %
- Energy / defense: ~30%
- Specialties: 5 %

Multi materials expertise

- Special steels, superalloys, titanium, aluminum

Industrial sites


- 1 Les Ancizes / EcoTitanium
 - 2 Imphy
 - 3 Heyrieux
 - 4 Firminy
 - 5 Issoire & Interforge
 - 6 Pamiers
- A&D Spain
 - ADEI (Aubert & Duval Engineering India) & SQUAD (JV with Aequs)
 - Issy-les-Moulineaux: headquarters
 - Clermont-Ferrand: shared services

7 INDUSTRIAL SITES IN FRANCE



+ 3 sites out of France
A&D Spain
ADEI & SQUAD (JV) in India

Main markets

	 AERONAUTICS AND SPACE	 ENERGY	 DEFENSE	 SPECIALTIES MARKETS
Description	Structural parts, engine parts, landing gear parts, etc. Bulkheads, tank domes, etc.	Civil nuclear and land-based turbines	Nuclear submarines, artillery, missiles, surface ships	Medical, tools, other specialty products and additive manufacturing
Some of the company's products	Frames, slice joints, high- and low-pressure discs, turbine shafts etc.	Valve bodies, pump shafts, anti-vibration bars, discs, etc.	Large, medium and small caliber tubes, missile bars, nuclear reactor parts, etc.	Injector rods, transmission gears, medical applications, forged blocks, metal powders for additive metal manufacturing
Some of the company's customers	      	 	   	    
Drivers	Commercial aviation, military applications and space exploration	Construction / extension of the operating life of existing power plants and decommissioning of facilities (incl. transportation, landfill) electricity consumption	Military programs	Underlying niche markets (e.g. motorsports, medical uses, etc.)
2023 A&D revenue	65 %	15 %	15 %	5 %

Aubert & Duval website : [Aubert & Duval](https://www.aubert-duval.com)

2. SCOPE

This Quality Management Manual applies to the French sites.

General scope of application:

ISO 9001 / EN 9100 / AQAP 2110 D, excluding AD Spain (Oiartzun):

DESIGN AND DEVELOPMENT OF MATERIALS GRADES, ENGINEERING, MELTING, ALLOYS REMELTING, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, STAMPINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN TITANIUM AND ALUMINIUM ALLOYS.

MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY. MANUFACTURE OF TITANIUM ALLOYS INGOT.

EN9120 – HEYRIEUX:

DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.

ISO 19443:

INDUSTRIALIZATION, MELTING, REMELTING, FORGING, HOT ROLLING, COLD ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING, PLATES, BARS) IN NON-ALLOY/LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOYS. BENDING, WELDING, CERTIFICATION AND SALE OF COMPONENTS.

ISO 9001 / EN 9100 - AD Spain (Oiartzun)

PRODUCTION AND SALES OF HIGH VALUE-ADDED METALLIC ALLOYS IN FORM OF LOOSE POWDER.

This Quality Management Manual defines all the measures implemented by AUBERT&DUVAL to meet the requirements of the quality standards for the sites and scope specified in the following table:

Site + address	Standards					Scope
	ISO 9001: 2015	EN 9100:2018 AS 9100:D JISQ 9100:2016	EN 9120: 2018 AS 9120:B SJAC 9120:A	AQAP 2110 D		
AUBERT&DUVAL Central fonction Issy-les-Moulineaux 12, rue D'Oradour sur Glane 92130 Issy-les-Moulineaux France	x	x	x	x		CENTRAL FUNCTIONS. EXECUTIVE MANAGEMENT, ADMINISTRATIVE AND FINANCIAL, COMMERCIAL, FUTURE BUSINESSES, STRATEGY AND MARKETING. HUMAN RESSOURCES. COMMUNICATION. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x	CENTRAL FUNCTIONS. EXECUTIVE MANAGEMENT, ADMINISTRATIVE AND FINANCIAL, COMMERCIAL, STRATEGY AND MARKETING. HUMAN RESOURCES, COMMUNICATION.
AUBERT&DUVAL Aubière 9 et 14 allée Alan Turing 63170 Aubière France	x	x	x	x		SUPPORT FUNCTIONS. TECHNICAL, OPERATION, QUALITY AND PROGRES, HUMAN RESSOURCES, PURCHASING, INFORMATION SYSTEMS. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x	SUPPORT FUNCTIONS, OPERATIONAL AND TECHNICAL MANAGEMENT, QUALITY AND PROGRESS, HUMAN RESOURCES, PURCHASING, INFORMATION SYSTEMS, INDUSTRIALIZATION.

Site + address AUBERT & DUVAL	Standards						Scope
	ISO 9001: 2015	EN 9100:2018 AS 9100:D JISQ 9100:2016	EN 9120: 2018 AS 9120:B SJAC 9120-A	AGAP 2110 D			
AUBERT&DUVAL Les Ancizes 1 rue des Villas BP 1 63770 Les Ancizes France	x	x		x			INDUSTRIALIZATION, MELTING, ALLOYS REMELTING, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, TITANIUM ALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY. DESIGN AND DEVELOPMENT OF MATERIALS GRADES.
					x		INDUSTRIALIZATION, MELTING, REMELTING, FORGING, HOT ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING, BARS) IN NON-ALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOYS.
AUBERT&DUVAL Firminy Rue de la Tour de Varan 42700 Firminy France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS IN ALLOYED AND STAINLESS STEELS.
					x		INDUSTRIALIZATION, FORGING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, TESTING, CERTIFICATION AND SALE OF MATERIALS (FORGING) IN NONALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL.
AUBERT&DUVAL Heyrieux ZI rue des Balmes 38540 Heyrieux France	x		x				DISTRIBUTION AND WAREHOUSING OF METALLURGICAL PRODUCTS, OPEN AND CLOSE DIE FORGINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS.
AUBERT&DUVAL Issoire ZI du Piat 63502 Issoire - France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN ALUMINIUM ALLOYS.
AUBERT&DUVAL Pamiers 75 boulevard de la Libération 09100 Pamiers France Laboratory: Plateforme technologique Delta sud – mod, 103 impasse Roland Garros , Verniolle, 09340, France	x	x		x			INDUSTRIALIZATION, MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING, MARKETING AND SALE OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGINGS, STAMPINGS, ROLLINGS IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, TITANIUM AND ALUMINIUM ALLOYS.
AUBERT&DUVAL Imphy Avenue Jean Jaurès 58160 Imphy - France	x	x					ALLOYS REMELTING, MANUFACTURING, INSPECTION, TESTING OF METALLURGICAL PRODUCT, OPEN AND CLOSE DIE FORGING IN ALLOYED AND STAINLESS STEELS, NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS. MANUFACTURING AND SALE OF ALL GRADE PRODUCTS OBTAINED BY POWDER METALLURGY.
					x		INDUSTRIALIZATION, REMELTING, COLD ROLLING, HEAT TREATMENT, MACHINING, NDT, OTHER INSPECTIONS, CERTIFICATION OF MATERIALS (FORGING, BARS) IN NON-ALLOY/ LOW-ALLOY STEEL, ALLOY STEEL, STAINLESS STEEL, NICKEL-BASED ALLOY. BENDING, WELDING, OTHER INSPECTIONS, CERTIFICATION OF COMPONENTS.
AUBERT&DUVAL Interforge ZI de la Maze - BP 75 63500 Issoire - France	x	x		x			MANUFACTURING, HEAT TREATMENT, INSPECTION, TESTING OF METALLURGICAL PRODUCTS AND OPEN AND CLOSE DIE FORGINGS, STAMPINGS IN NICKEL AND COBALT-BASED ALLOYS AND SUPERALLOYS, IN TITANIUM AND ALUMINIUM ALLOYS.
ECOTITANIUM La Croix de Biolet RD 62 63780 ST GEORGES DE MONS France	x	x					MANUFACTURE OF TITANIUM ALLOYS INGOT;
AUBERT&DUVAL Oiartzun POLIGONO INDUSTRIAL LANBARREN, ARAÑABURU KALEA 4D, BAJO 20180 OIARTZUN (GIPUZKOA) - SPAIN	x	x					PRODUCTION AND SALES OF HIGH VALUE-ADDED METALLIC ALLOYS IN FORM OF LOOSE POWDER.

Information on the legal status of these entities is available on :

<https://www.infogreffe.fr/>

Depending on the site, additional provisions (specific procedures and/or Quality Assurance Plans) are intended to take into account specific requirements, such as:

- Nuclear Industry standards: GSR Part 2 (IAEA), 10CFR550 appendix B, 10CFR21, RCC-M, NCA 3300 (ASME), NSQ-100, ISO 19443 (§ 8.3 not applicable) ...
- The NF IN ISO/CEI 17025 for our COFRAC-accredited laboratories,
- The AS13100 aerospace standard for Aero Engine Design and Production Organizations,
- AC7006, AC7101, AC7102, AC7108 and AC7114 for our special processes accredited by PRI NADCAP.

Quality Management commitments are effectively implemented through the processes listed in the mapping presented in Chapter 6 and described in Chapter 7.

For the nuclear market (civil and defence), specific provisions are described in the Nuclear Quality Manual.

The latest version of the Aubert & Duval Management Manual, which takes into account significant changes that may affect the effectiveness of the Quality Management System, in line with the strategic direction, is available to our customers and all interested parties on the following website:

[Aubert & Duval](#)

3. QHSE POLICY

POLICY

Quality - Health & Safety – Environment

Aubert & Duval and its subsidiaries are a leading European company covering the entire value chain, from the **development of innovative and environmentally responsible materials** to the **production of semi-finished parts for critical industrial markets**, especially **aerospace, energy, defence and nuclear**.

Our corporate policy aims to **satisfy our customers, employees and shareholders** by making **the safety of our employees and our products and the fight against global warming** our top priorities, as well as **contributing to the national sovereignty**.

Our management system will reflect these priorities in our **quality, health and safety, environment policy**:

By relying on **process-based management**, a **risk prevention approach** and **compliance with benchmarks and internal and external standards**.

By developing **exemplary management** by accepting the right to make mistakes and the need for transparency.

By **strictly respecting ethical behaviour** and the requirements and rules of the management system.

By ensuring the **involvement** of employees and their representatives.

By seeking **excellence and zero defects** by developing a **spirit of continuous improvement** in all areas of the company.

Our QHSE objectives:

QUALITY

We are aware of the criticality of our products for aeronautical, energy, nuclear and defence applications. For this reason we are committed to implementing an ambitious **Quality policy** and to being **exemplary** in terms of **Safety** and **Quality**.

We work to develop and deliver **robust, high-performance products that meet our customers' requirements**.

To this end, all our activities are conducted in a **spirit of transparency, progress and risk management**.

HEALTH & SAFETY

The health and safety of all our employees, contractors and subcontractors is **our top priority**. We commit you to being concerned and **fully involved in the prevention and protection of your own and your colleagues' health and safety** at work.

We are working to develop a **safety culture** with the objective of **« zero accidents »**. We are also committed to working tirelessly on prevention and improving working conditions. We develop the policies, procedures and tools necessary for the continuous improvement of our performance.

ENVIRONMENT

We are committed to innovating, proposing and implementing **environmentally responsible production solutions**. We are committed to continuously improve our impact on the environment and natural resources, including through **recycling**.

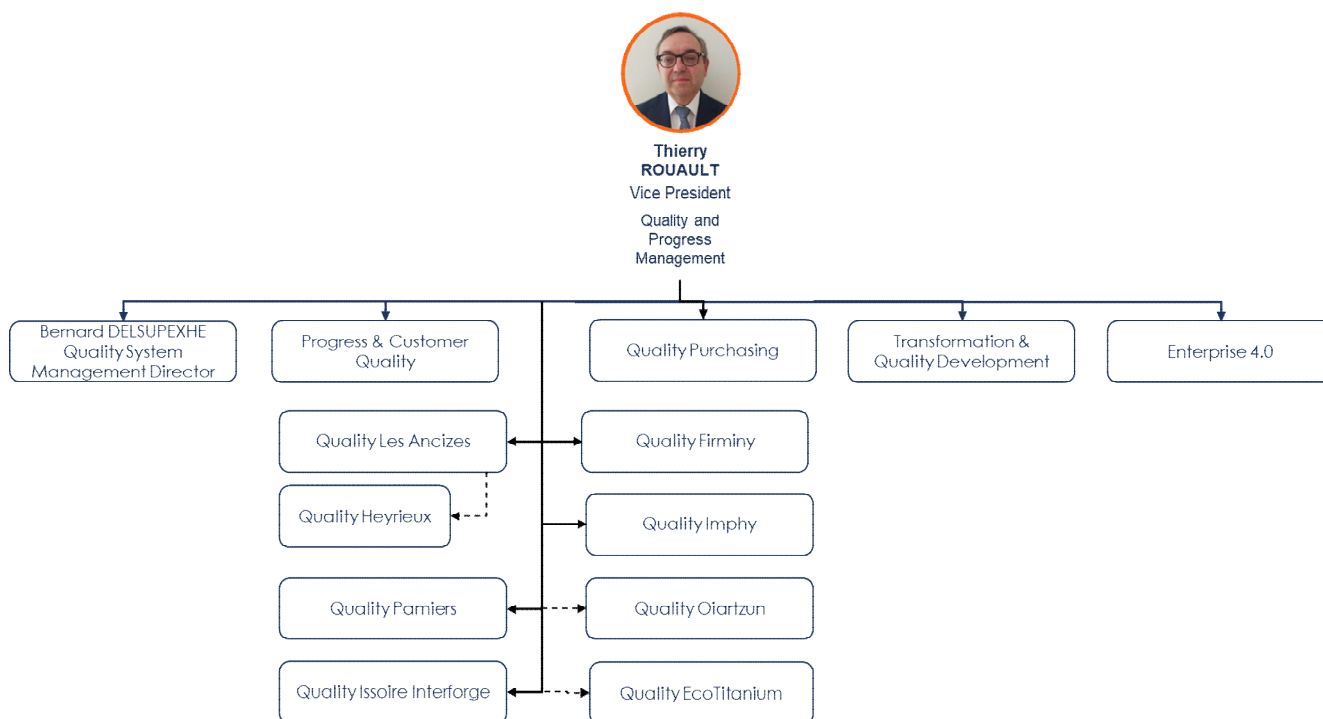
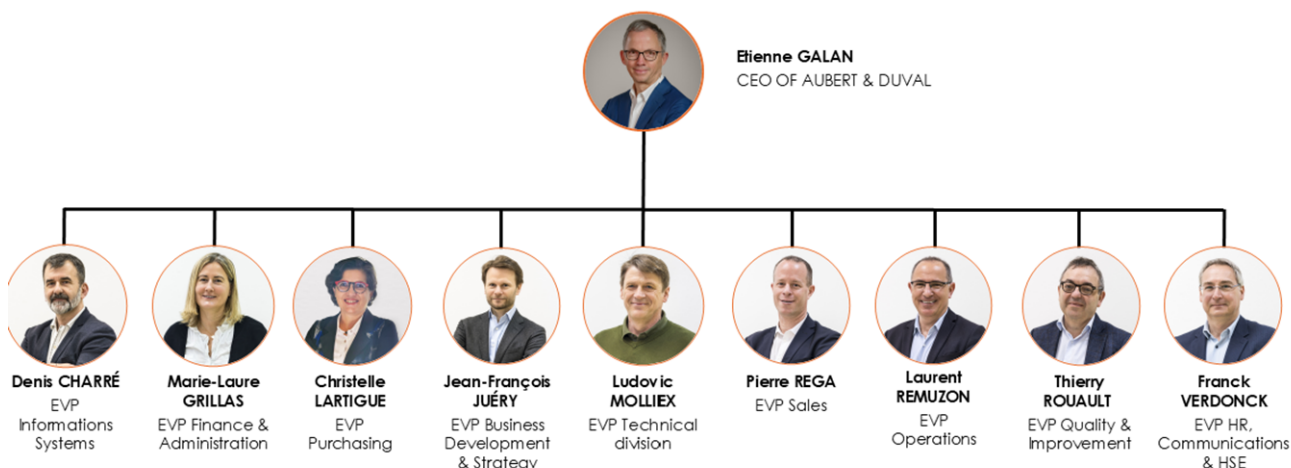
We develop **the materials of the future** to help our customers achieve their **decarbonisation objectives**.



Bruno Durand
CEO of Aubert & Duval
May 2023

The success of this policy depends on everyone's mobilization and commitment

4. ORGANIZATION



Mr Thierry ROUAULT has been appointed as the Management representative for the Quality scope.

5. COMPANY AUTHORITY

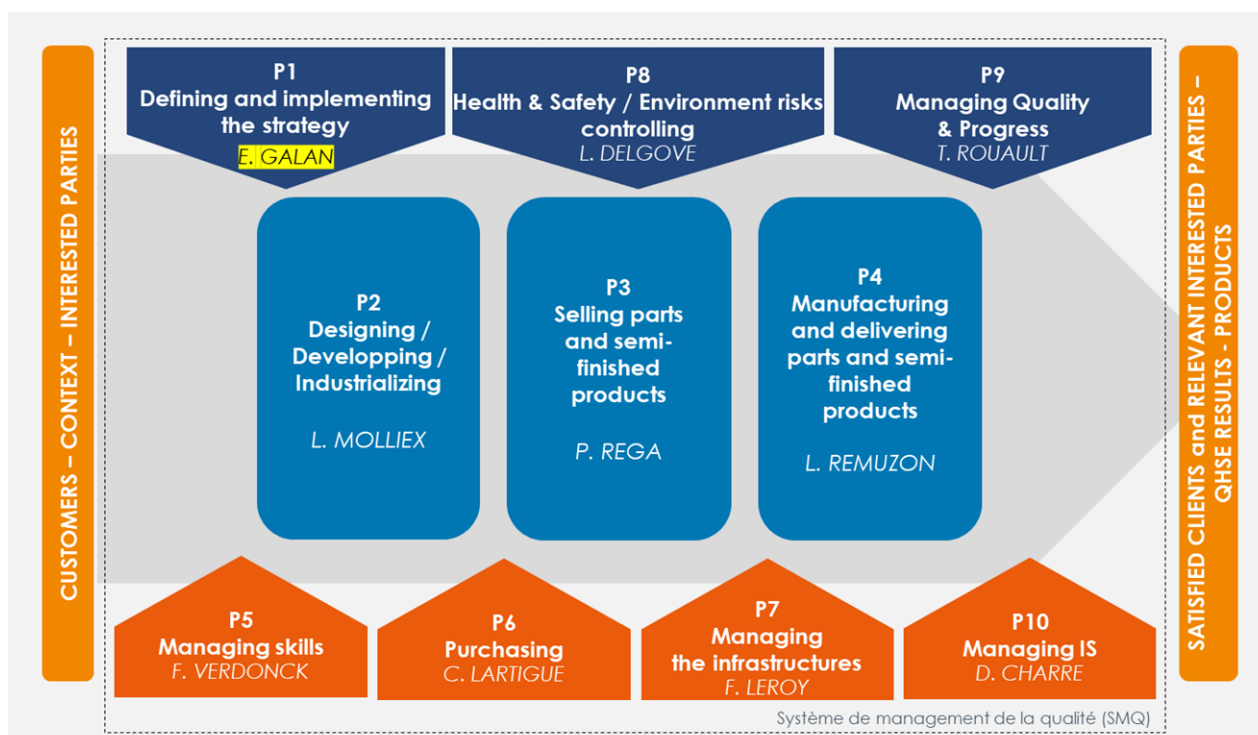
The system of delegated authorities defines the decision rules for the main commitment processes of the entities. The authorisation rules defined in the MAS (Company Authority Handbook) make it possible to establish commitment authorisations formalised by the authorised person(s) according to the planned activities and amounts.

6. PROCESSES MAPPING

Our management system is defined by 10 processes and their interactions.

Our processes are identified as follows:

- 3 Management process**
 P1: Defining and implementing the strategy
 P8: Health & Safety / Environment risks controlling
 P9: Managing Quality & Progress
- 3 Realization process (our activity)**
 P2: Designing / Developping / Industrializing
 P3: Selling parts and semi-finished products
 P4: Manufacturing and delivering parts and semi-finished products
- 4 Support Process (resources for other processes)**
 P5: Managing skills
 P6: Purchasing
 P7: Managing the infrastructures
 P10: Managing SI

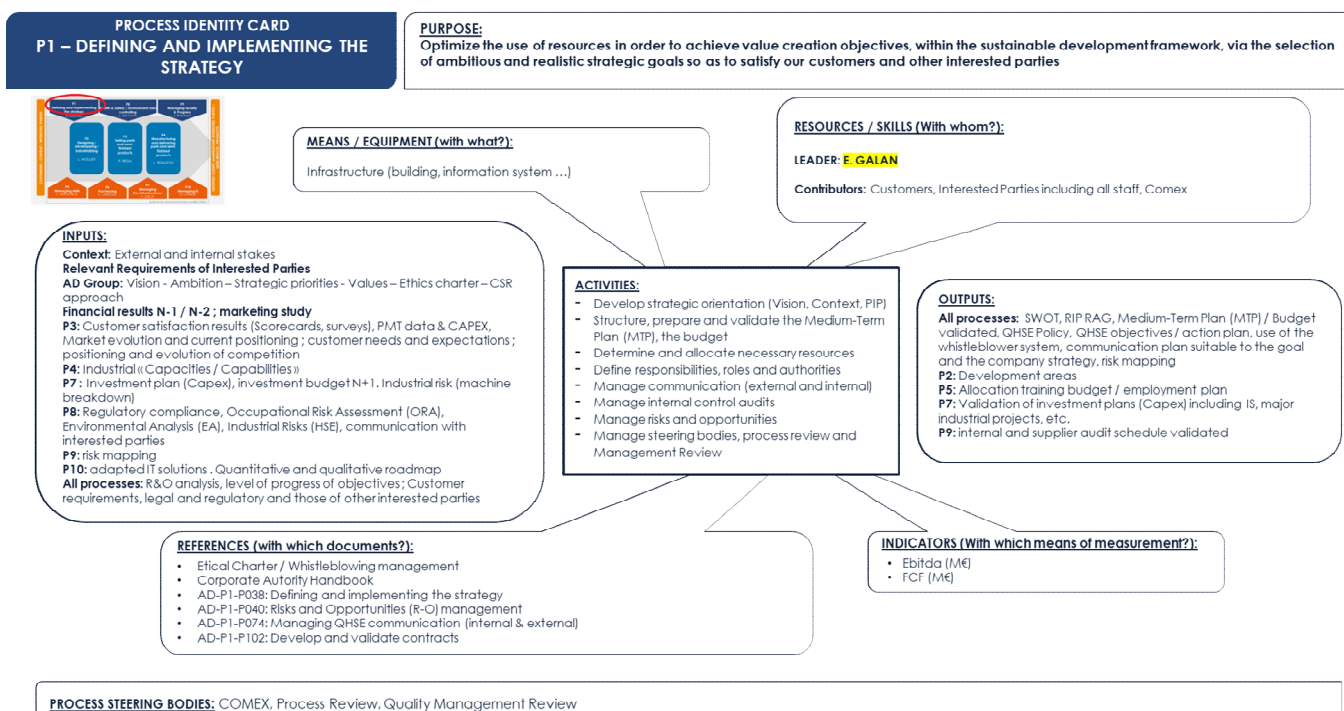


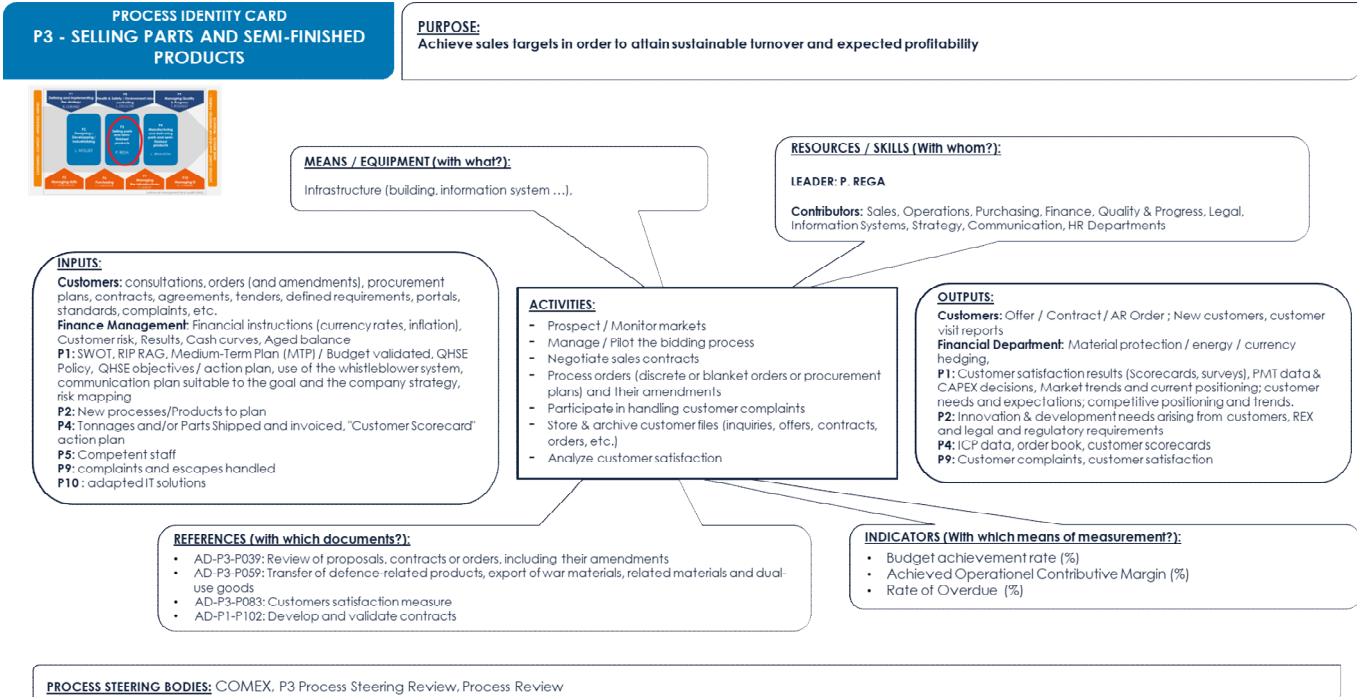
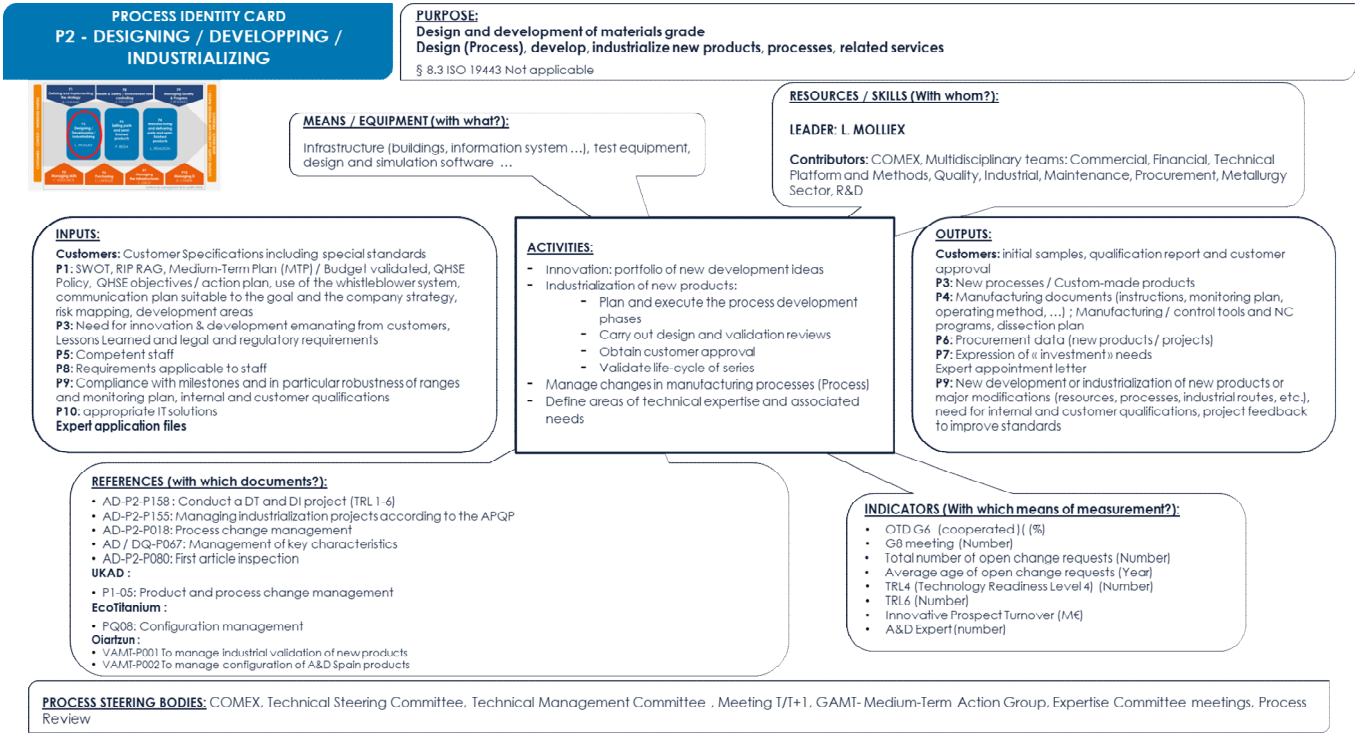
7. PROCESS IDENTITY CARD

Each process has an "identity card" with the following information:

- Its purpose,
- The steering bodies,
- The activities with input and output data,
- The means, resources, standards and indicators necessary for its proper functioning

Below is the "identity card" for each process:





**PROCESS IDENTITY CARD
P4 - MANUFACTURING AND DELIVERING
PARTS AND SEMI-FINISHED PRODUCTS**



PURPOSE:
Ensure commitment to customers by guaranteeing the production of a product, compliant in terms of: time, quality, quantity and cost

MEANS / EQUIPMENT (with what?):
Infrastructure (buildings, information system ...), measuring and testing equipment, tools, production facilities, self-propelled carts, cranes

RESOURCES / SKILLS (With whom?):
LEADER: L. REMUZON
Contributors: COMEX, Site Management, Supply Chain, Quality, Process, Maintenance, Producer, Operational Excellence, Purchases

INPUTS:
P1: SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping
P2: Manufacturing documents (instructions, monitoring plan, operating method, ...); Manufacturing / control tools and NC programs, dissection plan
P3: SOP data, order book, customer scorecard
P5: Competent staff
P6: Products, materials, supplies, supplies received
P7: New equipment and capable machines
P9: quality delegation, internal and customer product quality improvement plans
P10: adapted IT solutions

ACTIVITIES:

- Plan production (ICP/MPS); launch MO (manufacturing orders)
- Manufacture and products inspection
- Manage and plan subcontracted production activities
- Manage shipping and invoice
- Improve Q/C/D

OUTPUTS:
Customers: request for deviation and NOE
P1: Industrial "Capacities / Capabilities"
P3: Tonnages and/or parts shipped and invoiced; "Customer Scorecard" action plan
P8: investment granted
P6: Net requirements (MRP example...)
P7: Expression of needs (investment)
P9: Quality deviation feedback

REFERENCES (with which documents?):

- AD-P4-P034: Certify NDT personnel according to EN 4179 AND NAS410
- AD-P4-P075: Qualification and certification for NDT personnel in accordance with NF EN ISO 9712
- AD-P4-P122: Chain supply chain principles and organization
- AD-P4-P187: Industrial and commercial plan

Sites: Procedures, production standards, MO, instructions, checklists

INDICATORS (With which means of measurement?):

- Service Rate - OTIF (%)
- Scrap A&D (% of Turnover)
- Delay (M€)
- Inventory and work-in-progress (M€)
- Productivity (M€)

PROCESS STEERING BODIES: COMEX, Operation CODIR, Plant Performance Review, PIC, Process Review

**PROCESS IDENTITY CARD
P5 - MANAGING SKILLS**



PURPOSE:
To make available competent and committed human resources in order to contribute to the performance of the company and the satisfaction of our customers

MEANS / EQUIPMENT (with what?):

- Infrastructures (buildings, workspaces and work life ...)
- Training actions and training organizations
- HRIS
- Recruitment firms
- HR and social engineering consultants
- Temporary work agency

RESOURCES / SKILLS (With whom?):
LEADER: F. VERDONCK
Contributors: COMEX, Talent Department, Social Development Department, HR network, Communication Management, Team Development Department, staff, Occupational Health Service, Expertise Committee

INPUTS:
Labour regulations, collective agreements
P1: SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, mapping, training budget allocation / employment plan
P10: adapted IT solutions
All HR processes: job description, Organizational chart, annual appraisal interviews, career interviews, competency frameworks, training needs, salary evaluations
Training: ethics, quality, safety, environment,
Social Climate Observatory Survey

ACTIVITIES:

- Manage the evolution of the workforce and target organizations
- Manage the Employment and Expertise Plan management system
- Recruit and integrate required profiles
- Manage skills development
- Manage the Expertise Convention and the "expertise" business line
- Organize and implement internal mobility, career plans and succession schemes
- Implement employee training actions
- Manage compensation and benefits
- Managing the social climate

OUTPUTS:
All processes: competent personnel, qualified resources
Job descriptions
Skills assessments
Skills mapping
Employment contract
Skills development plan
Staff points, managerial staff review, succession plans, Salary review
Collective agreements
Social climate favorable to employee performance

REFERENCES (with which documents?):

- AD-P5-P153: Employees onboarding
- AD-P5-P051: Manage the Expertise Convention
- AD-P5-P053: implementing the « quality training process

INDICATORS (With which means of measurement?):

- Total staff (Number)
- Total Payroll (k€)
- Absenteeism (%)
- Turnover in (%)
- Resignation rate (%)
- Training (hours)
- Training, presenteeism rate (%)

PROCESS STEERING BODIES: COMEX, HR Meeting, Process Review



**PROCESS IDENTITY CARD
P6 - PURCHASING**

PURPOSE:
Guarantee a panel of high-performance suppliers which enables the procurement of products and services that meet our requirements in terms of Quality, Cost and Time



MEANS / EQUIPMENT (with what?):

Infrastructure (building, information system ...)

RESOURCES / SKILLS (With whom?):

LEADER: C. LARTIGUE

Contributors: Product Application, Finance, Quality, Industrial, Process, Buyers, Platforms, New works

INPUTS:

All processes: Need for new « critical suppliers / products» (Competitive tendering ...)
P1: SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping
P2: Purchase data (new products / projects)
P4: Not needs (Example MRP...)
P7: CDC equipment, general technical specifications: meetings with potential suppliers
P8: Expression of need (investment; expertise, applicable requirements)
P9: Approved suppliers, pronounced qualifications and supplier improvement plan in place
P10: Adapted IT solutions
Suppliers: Products, raw materials, supplies, services ...: Quotation

ACTIVITIES:

- Find and select a new supplier
- Order / Supply / acceptance of products, materials, supplies and services
- Evaluate Supplier (time, quality, cost, identification, logistical capacity)
- Optimize purchase costs
- Optimize purchasing operational risk management

OUTPUTS:

All processes: Lists of approved suppliers; Supplier complaints cleared; Make available to internal customers; Supplier quotation and performance results (quotation sheets, Monitoring Supplier's Time-Quality for critical products and Supplier Quality Assurance Purchase Action Plans)
Suppliers: Order / contract; Supplier quotation results
P9: Selected suppliers, non-quality, need for supplier audits, need for supplier qualifications

REFERENCES (with which documents):

- AD-P6-P154: Purchasing
 - AD-P6-P002: Purchasing
 - AD-P6-P017: Standard acceptance procedure at Aubert & Duval
 - AD-P6-I003: Suppliers General requirements
 - AD-P6-I004: General requirements applicable to carriers of Aubert & Duval
 - AD-P6-P064: Supplier operational risk analysis
 - AD-P6-I012: General nuclear quality specification for suppliers
 - AD-P6-I021: Measuring critical's supplier performance
- Orientun:**
- PUMT-P001: PURCHASING
 - PUMT-I001: Control de recepción
 - PUMT-S003: Specific Purchasing Requirements for AD Spain

INDICATORS (With which means of measurement?):

- Internal Customer Satisfaction rate (%rate)
- Quality and Service Rate critical suppliers of critical MP, STP & DP (%)
- On time delivery Rate of Critical Suppliers MP, STP & DP
- P&L saving purchase (M€)
- Cost evitment saving (M€)

PROCESS STEERING BODIES: COMEX, Performance review Category Purchasing Manager (CPM), CODIR A&D Purchasing, Supplier performance review, Process review

**PROCESS IDENTITY CARD
P7 - MANAGING
THE INFRASTRUCTURES**

PURPOSE:
To ensure the availability and adequacy of the infrastructure (building, equipment, material or machinery) to the current and future needs of the A&D by :
 1. control of production equipment and infrastructure
 2. construction and implementation of the investment plan.



MEANS / EQUIPMENT (with what?):

Infrastructure (building, information system ...), plans, Autocad, ...

RESOURCES / SKILLS (With whom?):

LEADER: F. LEROY

Contributors: COMEX, Site Management, New works and external engineering, Multidisciplinary teams: Commercial, Products Application, IT, Quality, Industrial, Maintenance, Process, Purchase, SSI, SI, Energies, Operational Excellence

INPUTS:

P1 (activity 1 & 2): SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, investment plan validation (Capex) including IS, major industrial projects, ...
P10 (activities 1 & 2): adapted IT solutions
P4 (activity 1): activities and performance of the machines; Investment plan (Capex), Major industrial and commercial projects
Activity 2:
 • **P2, P3, P4:** Expression of needs
 • **P8:** Expression of needs, applicable regulatory requirements

ACTIVITIES:

1. **control of production equipment and infrastructure:**
 - management of preventive and corrective maintenance
 - management of spare parts and tools
 - equipment reliability
2. **construction and implementation of the investment plan:**
 - ensure technological watch
 - identify and validate projects
 - to manage the projects

OUTPUTS:

All processes (activity 1&2): operational infrastructure (building, production equipment, etc.)
Activity 2:
P1: Investment plan (Capex), investment budget N+1, Industrial Risk (machine breakdown)
P4: New equipment and capable machines
P6: equipment specifications, general technical specifications; meetings with potential suppliers

REFERENCES (with which documents?):

- AD-P7-P143: Request for investment (DAE)
- AD-P7-P035: Industrial investments requests management
- AD-P7-P041: Managing and controlling a project
- AD-P7-P110: Definition and operation of machines according to their classification
- AD-P7-P113: Maintenance Organisation

INDICATORS (With which means of measurement?):

1. **control of production equipment and infrastructure:**
 - Unavailability rate for "strategic equipment" (%) / Site
 - Maintenance maturity level (score / 5) / Site
2. **construction and implementation of the investment plan:**
 - CAPEX disbursement "achieved / planned" (%); global / structuring

PROCESS STEERING BODIES: COMEX, Structuring Steering Committee Project, Process Review

PROCESS IDENTITY CARD
P8 - HEALTH & SAFETY / ENVIRONMENT
RISKS CONTROLLING / ENERGY-
DECARBONIZATION / INDUSTRIAL RISKS



PURPOSE:
 To guarantee the satisfaction of all interested parties by meeting their legal and other requirements, by appropriate control of our risks in the areas of Health (including Ergonomics) / Safety / Environment / Energy-Decarbonation / Industrial Risks (SSEERI)

MEANS / EQUIPMENT (with what?):

Transverse: Risk analysis and reporting tools (SEERIPORT)
Plans:
 - for Environment and Energy: dust collectors, purification plants, soundproofing, regulatory watch service, continuous metering and measurements...
 - for Industrial Risks: detection and extinguishing equipment...- for Health and Safety: EPC, PPE...

RESOURCES / SKILLS (With whom?):

LEADER: I. DEIGOVE
Contributors: COMEX, Site Management, HSSE Site Services, HSE Department and central Health Department, Energy-Decarbonation Correspondents, Interested parties including all staff, CSSCT

INPUTS:

AD Group: Standards, CSR approach
 Legal and regulatory requirements
P1: SWOT, RIP RAG, Medium-term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping
P4: Investment granted
P5: Competent staff
P10: Adapted IT solutions

ACTIVITIES:

Transverse:
 Ensure technical and regulatory expertise to provide support to sites in SSEERI fields
Transverse and plants:
 - Identify, evaluate to eliminate or reduce and control SSEERI risks,
 - Guarantee operator health and safety by optimizing workstation ergonomics,
 - Analyze unwanted events (accidents, illnesses, pollution, ...) and draw lessons
 - Ensure liaison and reportings with COMEX, administrations, external organizations and the neighbourhood for security
 - Set up means of control (rules, equipment, training module and field presence of managers, certifications (depending on site: ISO 14001, 45001, 50001, etc.))
Plants:
 - Perform regulatory and standard monitoring and ensure compliance
 - Carry out operational control of activities (application of procedures, waste management, self-monitoring, regulatory controls, emergency management, site and facilities security, authorizations, medical follow-up)

OUTPUTS:

All processes: REX - PEX
P1: Regulatory compliance, Occupational Risk Assessment (ORA), Environmental Analysis (EA), Industrial Risks (HSE), communication with interested parties
P2: Requirements applicable to staff
P4: Requirements applicable to suppliers
P6: Expression of needs (Investment); Expertise, applicable requirements

REFERENCES (with which documents?):

AD-P8-P123: Safety Management
 AD-P8-P126: Classifying and notifying health & safety incidents
 AD-P8-P183: Defining the 12 safety golden rules
Sites: standards, MO, instructions

INDICATORS (With which means of measurement?):

Safety
 - T2 over 12 months (Indice)
 - Number of potentially serious events (Number)
Environment:
 - Active formal notices or complaints (Number)
 - Aqueous and atmospheric discharge compliance rate (%)
 - Cumulative consumption of all waters (% by N-1)
Industrial risks
 - Industrial accidents of "critical" or "catastrophic" severity (Number)
Energy-Decarbonization:
 - A&D CO2 emission (TCO2)

PROCESS STEERING BODIES: COMEX, Network Meeting, Process Review

PROCESS IDENTITY CARD
P9 – MANAGING QUALITY & PROGRESS



PURPOSE:
 Ensure product quality by controlling the robustness of processes from development through customer delivery in series production
 Guarantee the efficiency of the Quality Management System (QMS)

MEANS / EQUIPMENT (with what?):

Infrastructure (building, information system, etc.), measuring and testing equipment, tools, production facilities, QualNet, Power BI, IS, EDM (Everteam)

RESOURCES / SKILLS (With whom?):

LEADER: T. ROUAULT
Contributors: COMEX, Management plant, Quality & Progress Department

INPUTS:

Customers: defined requirements, portals, quality standards
P1: SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping, internal and supplier audit schedule validated
P2: New product development or industrialization or major modifications (resources, processes, industrial routes, etc.), need for internal and customer qualifications, project feedback to improve standards
P3: customer complaints, customer satisfaction
P4: quality deviation feedback
P5: Competent personnel, qualified resources
P6: Selected suppliers, non-quality, need for supplier audits, need for supplier qualifications
P10: adapted IT solutions

ACTIVITIES:

1. Ensure product quality and process robustness
 - Certify product conformity
 - Manage non-conformities (including suppliers)
 - Quality and control special processes
 - Obtain customer process qualifications
 - Validate supplier approvals and qualifications
 - Guarantee the quality of development deliverables
 - Organize quality delegation
2. Ensure QMS integrity and compliance
 - Guarantee QMS improvement and efficiency
 - Manage internal and supplier audits and operational monitoring
 - Promote product safety culture (SMS, Nuclear Safety, etc.)
3. Manage progress
 - Define and deploy the excellence system
 - Manage improvement plans with customers

OUTPUTS:

All processes: QMS, procedures, standards, methods, quality tools, audit results, third-party certifications, AC/AP processing, delegations defined and monitored, monitoring and audits (internal and supplier) carried out, definition of standards of excellence and assessment of progress plans.
Customer: notification of escapes, shared progress plans
P1: Risk mapping
P2: Compliance with milestones, in particular range robustness and monitoring plan, internal and customer qualifications
P3: complaints and escapes handled
P4: quality delegations, internal and customer product quality improvement plans
P6: Approved suppliers, qualifications pronounced, and supplier improvement plans in place

REFERENCES (with which documents?):

- AD-P1-P001: Controlling the quality records and documents applicable to Aubert & Duval
 - AD-P6-P016: Assessing and approving critical suppliers
 - AD-P1-P019: Managing quality audits
 - AD-P1-P021: Qualifying the quality auditors
 - AD-P1-P040: Risks and opportunities (R&O) management
 - AD-P6-P042: Executive recruitment
 - AD-P6-P044: Supplier operational risk analysis
 - AD-P4-P065: Processing of quality escape
Sites: local procedures
Qiarzun:
 - QUMT-P001: Documented information
 - PUMT-P003: Approval, performance review, and approval renewal
 - QUMT-P003: Internal auditing
 - PUMT-P004: Claim, edition, and follow-up
 - QUMT-P004: NC handling

INDICATORS (With which means of measurement?):

- **Product quality performance (Nb and WIP)**
 - Internal non-quality: anomalies
 - Export non-quality: concessions, claims and escapes
System performance
 - Late AC/AP rate (%)
Quality roadmap (project progress)

PROCESS STEERING BODIES: COMEX, CODIR Quality, Quality Roadmap Review, Process Review



PROCESS IDENTITY CARD
P10 – Managing IS

PURPOSE:
 1-Digitalizing company processes, making them efficient and cross-functional
 2-Ensure the availability and integrity of information system and data
 3-Protect against cyber-attacks



MEANS / EQUIPMENT (with what?):
 Network and server infrastructure, ticketing tool (JIRA), service-now, EDR, supervision tool

RESOURCES / SKILLS (With whom?):
LEADER: D. CHARRE
Contributors : COMEX, DSI, project team, external partners

INPUTS:
P1: SWOT, RIP RAG, Medium-Term Plan (MTP) / Budget validated, QHSE Policy, QHSE objectives / action plan, use of the whistleblower system, communication plan suitable to the goal and the company strategy, risk mapping
All processes: IS requirements

ACTIVITIES:

- Build and manage the IT roadmap
- Architect and standardize information system
- Manage IS projects
- Operate the information system:
 - Manage upgrade requests
 - Manage outsourcers
 - Manage incidents
- Provide users with the tools and services they need
- Prevent all causes of cyber-attacks on all digital tools

OUTPUTS:
P1: quantitative and qualitative roadmap
All processes: IT solutions adapted (application, infrastructure, service level, availability) to their needs and changes

REFERENCES (with which documents?):

- AD-P7-P033: Information system backup management
- AD-P7-P035: Management industrial Investments requests
- AD-P7-P041: Managing and controlling a project
- AD-P10-P087 : Change management
- AD-P10-P088 : IT Problem management
- AD-P10-P089 : IT Incident management
- AD-P7-P124: Application management
- AD-P7-P135: Information System Security (ISSP)

INDICATORS (With which means of measurement?):

- Incident resolution rate (%)
- Application downtime by business IS domain (hours)
- IS project closure rate (%)
- Average number of applications per business domain (Nb)
- Customer satisfaction rate (%)
- Backup success rate (%)
- Restoration test success rate (%)
- Industrial / Site protection compliance (rating criteria)
- Password robustness rate (%)

PROCESS STEERING BODIES: COMEX, CODIR IS, Process Review

