



Document #:

M-001

Revision:

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Title: PDQ QUALITY MANAGEMENT MANUAL AS9120

Rev. Date:

03/03/2025

QUALITY MANAGEMENT MANUAL

M-001



Approved By: Simon Canipel

AS 9120 & ISO 9001:2015

PDQ Airspares Ltd, Redbrook, Fordingbridge, Hampshire, SP6 2ET, United Kingdom

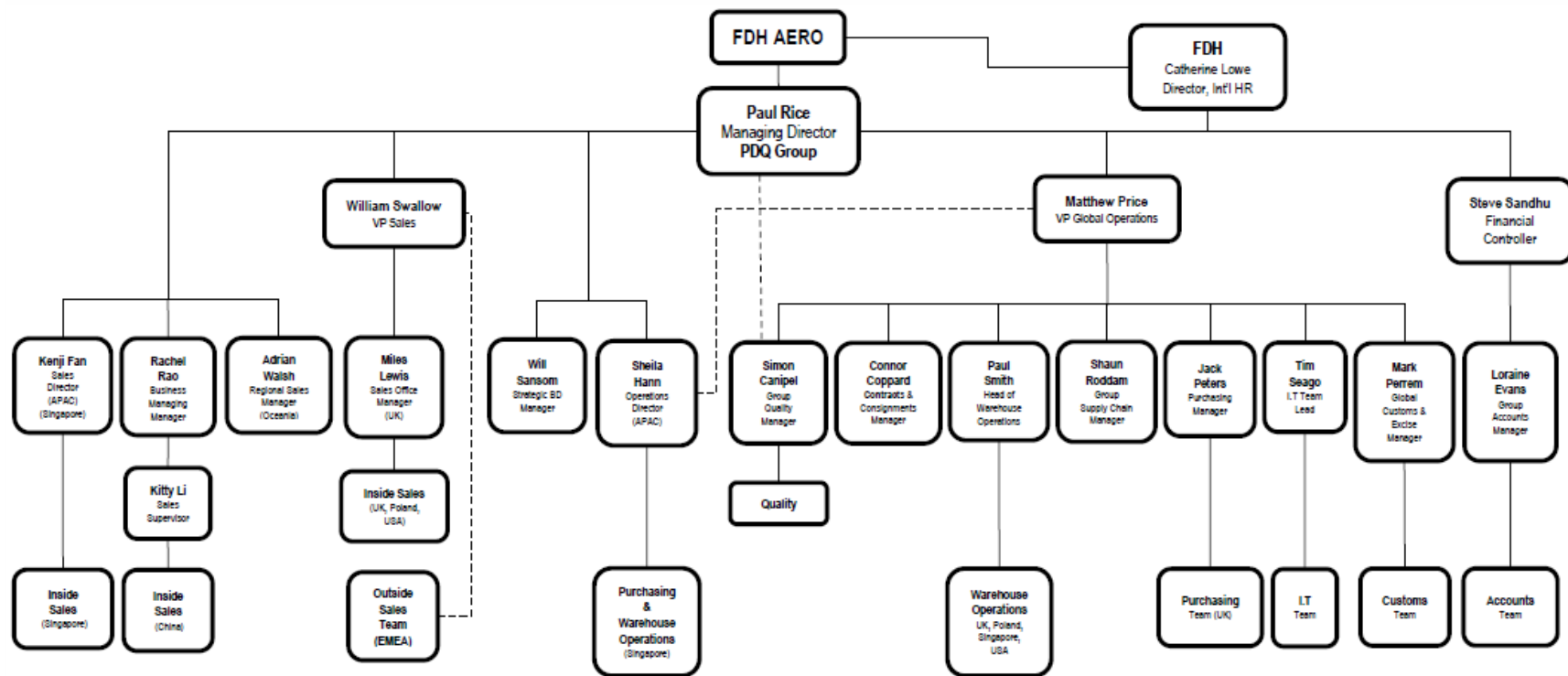
BACKGROUND

PDQ was established in 1990, based in the south of England and has become one of the leading total consumable solution providers and a distributor of aircraft components to the Aviation Industry.

Since the birth of PDQ, continued success has seen PDQ become a global success with additional facilities operating in Poland, Singapore, China, and USA, providing extensive stock and enabling a rapid response to meet customer demand.

PDQ was acquired and joined the FDH Aero Group in 2018.

ORGANIZATIONAL CHART



QUALITY POLICY AND OBJECTIVES



FDH Aero is dedicated to achieving the highest level of customer satisfaction and adhering to precise regulatory standards.



We foster a culture of accountability and invest in the growth of our people, while consistently delivering superior performance.



Our commitment to excellence is supported by strong supplier partnerships, which focus on shared quality objectives and collaborative practices.



Through a standardized Quality Management System, data-driven decisions, and the integration of advanced technologies and innovative tools, we are committed to delivering best-in-class First Time Quality performance.

A handwritten signature in black ink, appearing to read 'Jason Lewis'.

Jason Lewis
Vice President, Global Quality



A handwritten signature in black ink, appearing to read 'Ian Walsh'.

Ian Walsh
Chief Executive Officer

QUALITY POLICY AND OBJECTIVES

PDQ Quality Policy and Objectives defined by the Leadership are communicated to all PDQ facilities across the world. Policy and Objectives are communicated and understood by all levels in the PDQ organization.

Quality Policy and Objectives are compatible with the context and strategic direction of the organization.

The Quality Policy and Objectives include customer satisfaction and continual improvement of the quality management system.

Quality Policy and Objectives will be examined and evaluated to fit the way we do business on a continual basis.

Quality Policy will be communicated with interested parties.

Policy Objectives are the Key Performance Indicators (KPIs) of the company. KPIs will be in statistical charts to display a measure of activity output in relation to the activity input.

Results of KPIs will be analyzed to achieve desired goals. The applicable charts will be posted, communicated and understood by all levels in the organization.

PDQ has 2 level KPIs:

- Upper level, global (corporate) key performance indicators (UL).
- Lower level, local (process) key performance indicators as risk base thinking (LL).

MEASUREMENT AND GOALS

PDQ Quality Objectives (KPIs) will measure process performance. Measurement results of KPIs will be demonstrated in statistical charts and posted for communication between all levels of the organization.

Analysis of the results of measurements will be used to achieve desired goals.

Charts will be used as visual aids to display each activity output in relation to the activity input. When charts are viewed over several periods of reviews, one can see the measure of effectiveness in the applicable process.

Scope

The scope of the PDQ QMS encompasses The Sales, Purchasing, Warehouse Management & Distribution of Aircraft Components & Consumables for all facilities of the organization.

This scope has been produced in line with the boundaries and applicability of the quality management system as specified in the requirements of the international standard AS 9120, International standard ISO 9001, excluding clause 8.3, Design & Development.

Exclusion Justification:

8.3 Design and Development of Products and Services – Acting solely as a stockist/distributor, PDQ does not currently create or manufacture any proprietary products or services.

PDQ has defined:

- The internal and external issues
- The requirement of interested parties

Facilities scopes are defined below:

- **PDQ UK (Main Office)** Redbrook, Fordingbridge, Hampshire, SP6 2ET, United Kingdom.
Sales & Purchasing of Aircraft Components & Consumables.
- **PDQ UK (Warehouse)** The Fairgate Centre, Burgate, Fordingbridge, Hampshire, SP6 1LX, United Kingdom.
Warehouse Management & Distribution of Aircraft Components & Consumables.
- **PDQ (Singapore)** 690 West Camp Road, JT2 08-07 /06. Seletar Aerospace Park, Singapore, 797523.
Sales, Purchasing, Warehouse Management & Distribution of Aircraft Components & Consumables.
- **PDQ (China)** Unit 1201, Floor 12, Yamei Building, No.97, Yingbin Avenue, Huadu District, Guangzhou, Guangdong, China. 510000.
Sales of Aircraft Components & Consumables.
- **PDQ (Poland)** Sp.z o.o, Szamoty, ul. Wschodnia 9, 05-830 Nadarzyn. Poland.
Sales, Warehouse Management & Distribution of Aircraft Components & Consumables.
- **PDQ (USA)** 5200 Sheila St., Commerce, CA 90040, USA.
Warehouse Management & Distribution of Aircraft Components & Consumables.

AS 9120 Sections



4. Context of the organization

PDQ context of organization is based on the strategic direction of organization to address its boundaries in the business plan (internal & external issues) and the interested parties needs and expectations:

Business Plan:

Internal Issues:

- Internal Performance (KPIs)
- Organization Knowledge

External issues:

- Market Constraints
- Market Opportunities



Interested Parties Needs & Expectations:

Customers, Employees & Suppliers Feedback is obtained and addressed to enhance the relationship between PDQ and its interested parties.

Feedback consists of:

Customer Feedback:

Delivery, quality, response to orders & complaints

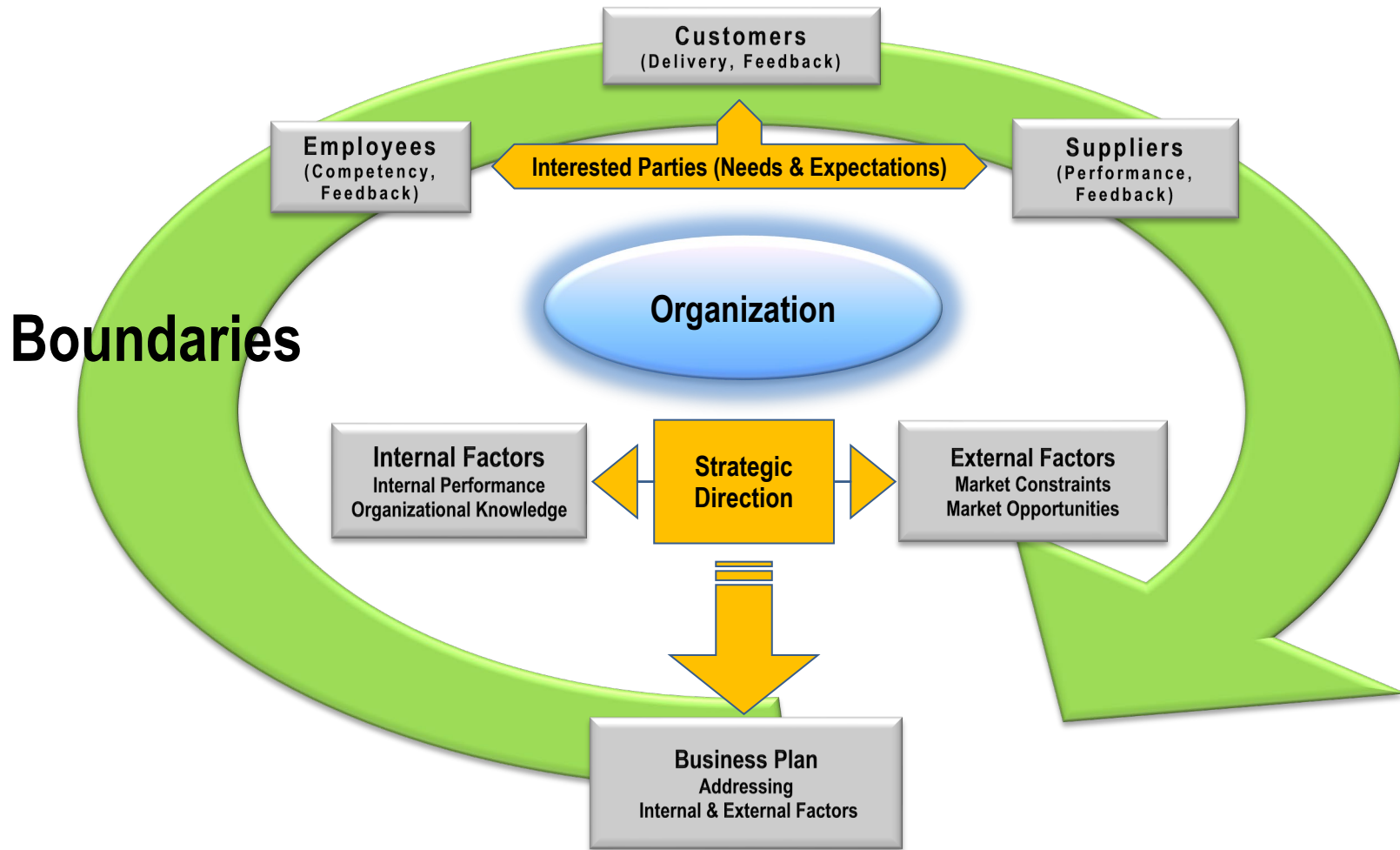
Supplier Feedback:

Professionalism, accuracy or POs & timely response to quotation and payments.

Employee Feedback:

Authority appreciation, training needs & satisfaction.

This representation is an illustration of the context of the organization.



5. Leadership

Leadership & Commitment

- PDQ Top Management have demonstrated leadership and commitment with respect to our QMS by taking accountability of the effectiveness of the QMS; by establishing a quality policy and quality objectives that are compatible with the direction of the organization; that both policy and objectives are communicated, understood and applied within the organization; ensuring integration of QMS requirements into the organization's business processes and by promoting awareness of a process approach and risk based thinking.
- Top Management have communicated the importance of effective quality management and of conforming to QMS requirements; ensuring that the QMS achieves intended results; engaging with, directing and supporting persons to contribute to the effectiveness of the QMS; promote improvement and support other members of the management team to demonstrate their leadership as it applies to their area of responsibility.

Customer Focus

- PDQ has demonstrated their leadership and commitment by ensuring that customers' requirements and applicable regulatory and statutory requirements are met; that risks and opportunities that could affect products and services have been addressed; that our focus is on consistently providing customer satisfaction.
- Ensuring that the focus on enhancing customer satisfaction is maintained
- Product and service conformity and on-time delivery performance are measured, and appropriate action is taken if planned results are not, or will not be, achieved.

Policy

- Our Top Management have developed a quality policy that is in line with the requirements of the standard. The Policy is available as documented information, is communicated throughout the organization and is also available to interested parties, as appropriate.

Organizational Roles, Responsibilities and Authorities

- PDQ has identified, documented and communicated the roles, responsibilities and authorities of those involved in the management system and their interrelationships within the organization.

6. Planning



Actions to address risks and opportunities

Following the identification of risks and opportunities related to the context, PDQ implements the necessary actions to:

- Achieve the expected results
- Increase the desired effects (opportunities)
- Reduce the undesirable effects (risks)
- Improve the system.

Quality Objectives

- Relevant and measurable quality objectives are established in line with the quality policy. They are reviewed annually during the Management Review, and then communicated to all employees.



Perceived Risk	Dept	Probability (of risk occurring)		Prob. Rating	Consequence (if risk is encountered)						Cons. Rating	Risk Factor (Prob x Cons)	Mitigation Plan (Required for risk factors >=8, suggested for risk factors between 5 and 8)	Risk Factor after Mitigation
		Likelihood	Previous Occurrences		Potential Loss of Contracts	Potential Risk to Human Health	Inability to Meet Contract Terms / Requirements	Potential Violation of Regulations	Impact on Company Reputation	Est. Cost of Correction				

Risk Management (Local & Lower KPIs)										
Process	Risk Event	What can go wrong?	Frequency	Severity	Risk	Root Cause	Mitigation		Risk Monitoring Lower KPI	
			1 (low) 10 (High)	1 (low) 10 (High)	Rank	Why the Risk Occurs	Action to reduce/prevent the risk (Addressing the Root Causes)	Action you need to take to address if the risk occurs.	Measurement	Goal

6. Planning

Planning of Changes to QMS Process

When the quality management system needs to be modified, the Quality Manager performs the updates taking into account:

Change Reason

The purpose of the changes and the potential consequences

Maintaining QMS integrity

How integrity of QMS be maintained during change process.

Meet customer requirements, enhance customer satisfaction, and continually improve the QMS

Timescale

Estimated Completion of Change

Resources Availability

Assess the resources required and make sure they can be made available in the time necessary to make the change

Owner & Responsibility Impact

Assigned responsibilities for the change and to maintain the change after it takes place. Changes to improve the QMS need to have a leader to maintain improvement after the work is done

7. Support

PDQ Leadership is responsible for:

Providing the following resources to achieve product and service conformity

- financial,
- personnel,
- infrastructure,
- environment,
- monitoring & measuring,
- and organizational knowledge.

Ensure competency among personnel doing the work

Bring awareness among personnel regarding:

- Policy & Objectives
- Contribution to QMS effectiveness
- Implication of non-conformances
- Document and record control
- Contribution to product conformity and safety
- The importance of ethical behavior

Internal and external communication relevant to the QMS.

Process Owners shall establish what, when, with whom and how to communicate

Documented Information (Document Control & Record Control)

- Creating and updating documents
- Control of documented information & prevention of unintended use



7. Support

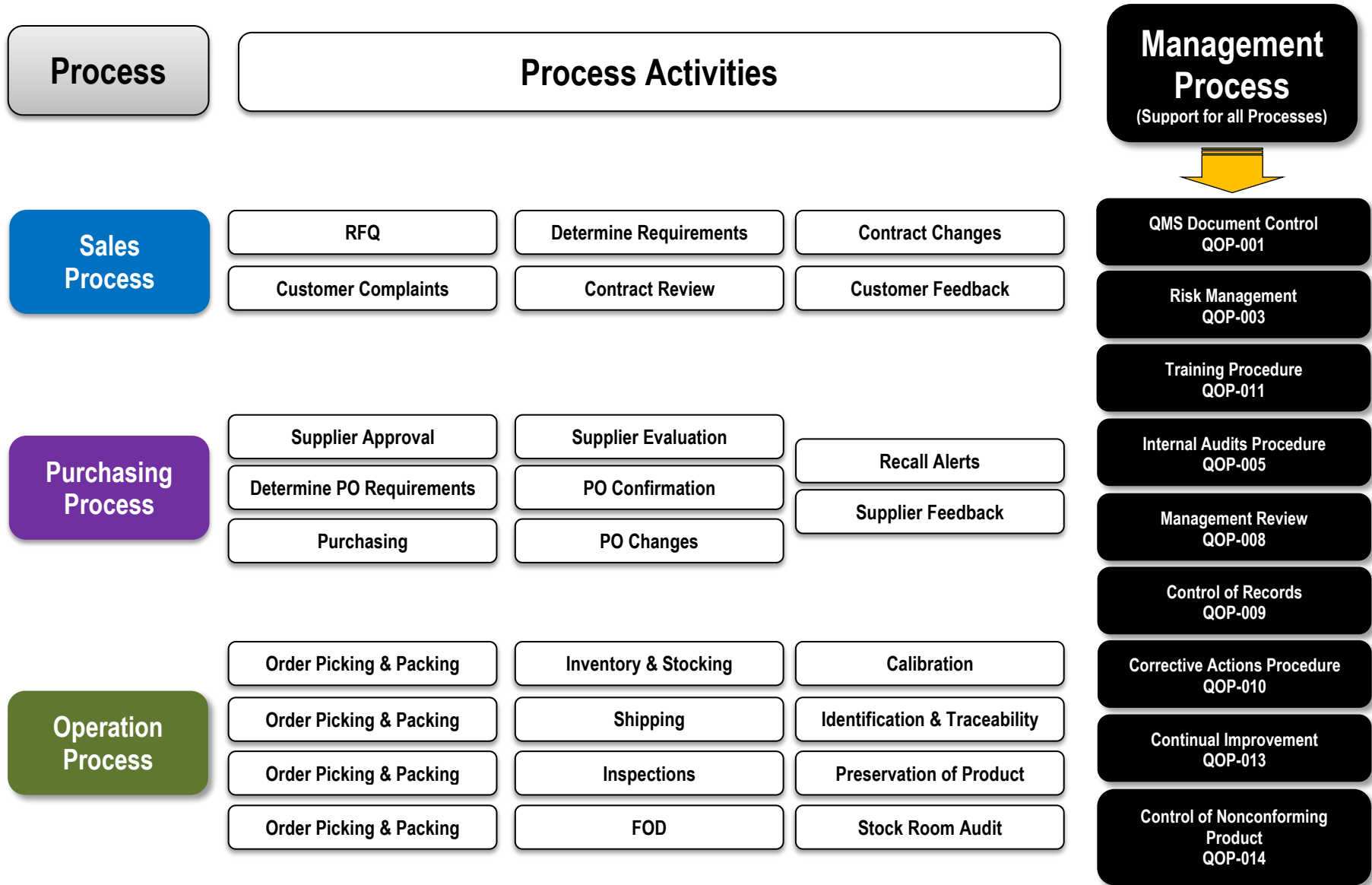
In. and Ext. Communication relevant to the QMS.



PDQ Internal & External Communications					
Process Owner	Int. Ext. Communication	With Whom to Communicate	When to Communicate	How to Communicate	What is Communicated
Quality	Int.	Employees	Daily, Weekly, Monthly, Quarterly, Annually	Meetings, Email, Notice board, Procedures, Management Review	Training, QMS Compliance, Documentation, Customer Requirements, Int. & Ext. Audits, Rejections, Corrective Actions, Opportunities for improvement, Performance Charts and Awareness of Customer Satisfaction, KPI's
	Ext.	Customers	Daily, Weekly, Monthly, Quarterly, Annually	Phone, Email, Visits, Audits, Quality Alerts	Corrective Actions, Customer Audits, Customer Complaints, Customer Satisfaction Survey, Quality Alerts
	Ext.	Suppliers	Daily, Weekly, Monthly, Quarterly, Annually	Phone, Email, Visits	Supplier Rejections, Supplier Corrective Actions, Supplier Survey/Assesment, Supplier Certification, Supplier performance, FOD, Counterfeit Parts, Supplier Quality Certification.
Sales	Int.	Employees	Daily, Weekly, Monthly, Quarterly, Annually	Meeting, Email, Procedures, Management Review	Training, Customer Requirements, Corrective Actions, Sales Strategy, Contract Review and Customer Satisfaction Awareness, Process Performance, Opportunities for Improvement, KPI's
	Ext.	Customers	Daily, Weekly, Monthly, Quarterly, Annually	Phone, Email, Visits	Quotes, Orders, Customer Requirements, Requests for Information, Customer Complaints, Customer Feedback, Customer Satisfaction Survey
	Ext.	Suppliers	Daily, Weekly, Monthly, Quarterly, Annually	Phone, Email, Visits	Requesting Quotes, Requests for Information, Request for Purchase (RFP)
Purchasing	Int.	Employees	Daily, Weekly, Monthly, Quarterly, Annually	Meeting, Email, Procedures, Management Review	Training, Rejects, Corrective Actions, Supplier Performance, Opportunities for Improvement, Purchasing Strategy, Performance Charts, KPI's
	Ext.	Customers	As Needed	Phone, Email, Visits	Communications generally routed through Sales
	Ext.	Suppliers	Daily, Weekly, Monthly, Quarterly, Annually	Phone, Email, Visits	Supplier Alerts, Purchase Order enquiries and Order Confirmations, Delivery Status, Expedited Deliveries, Supplier Rejections, Supplier Corrective Actions, KPI's, Supplier Feedback.
Warehouse	Int.	Employees	Daily, Weekly, Monthly, Quarterly, Annually	Meetings, Email, Notice board, Procedures, Management Review	Training, Customer Requirements, Rejections, Corrective Actions, Opportunities for improvement, Performance Charts, Product Preservation & Employee Safety, FOD and Customer Satisfaction Awareness, Process Performance, KPI's
	Ext.	Customers	As Needed	Phone, Email, Quality Alerts	Communications generally routed through Sales & Quality
	Ext.	Suppliers	As Needed	Phone, Email	Communications generally routed through Purchasing/Goods Receiving
	Ext.	Carriers	Daily	Phone, Email	Arranging Shipments, Dangerous Goods, Customs Requirements

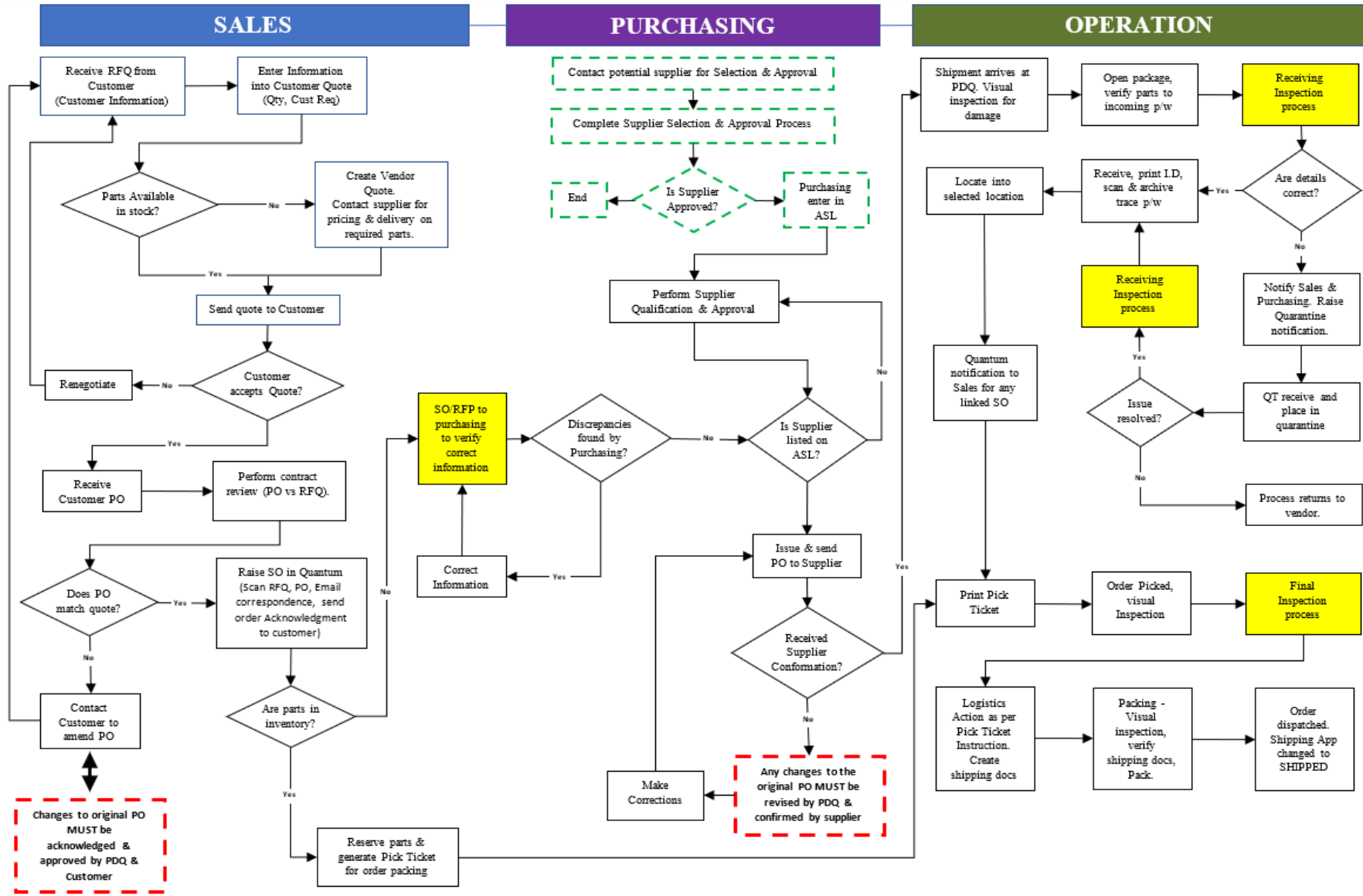
8. Operation

Main Processes & Management Supporting Process

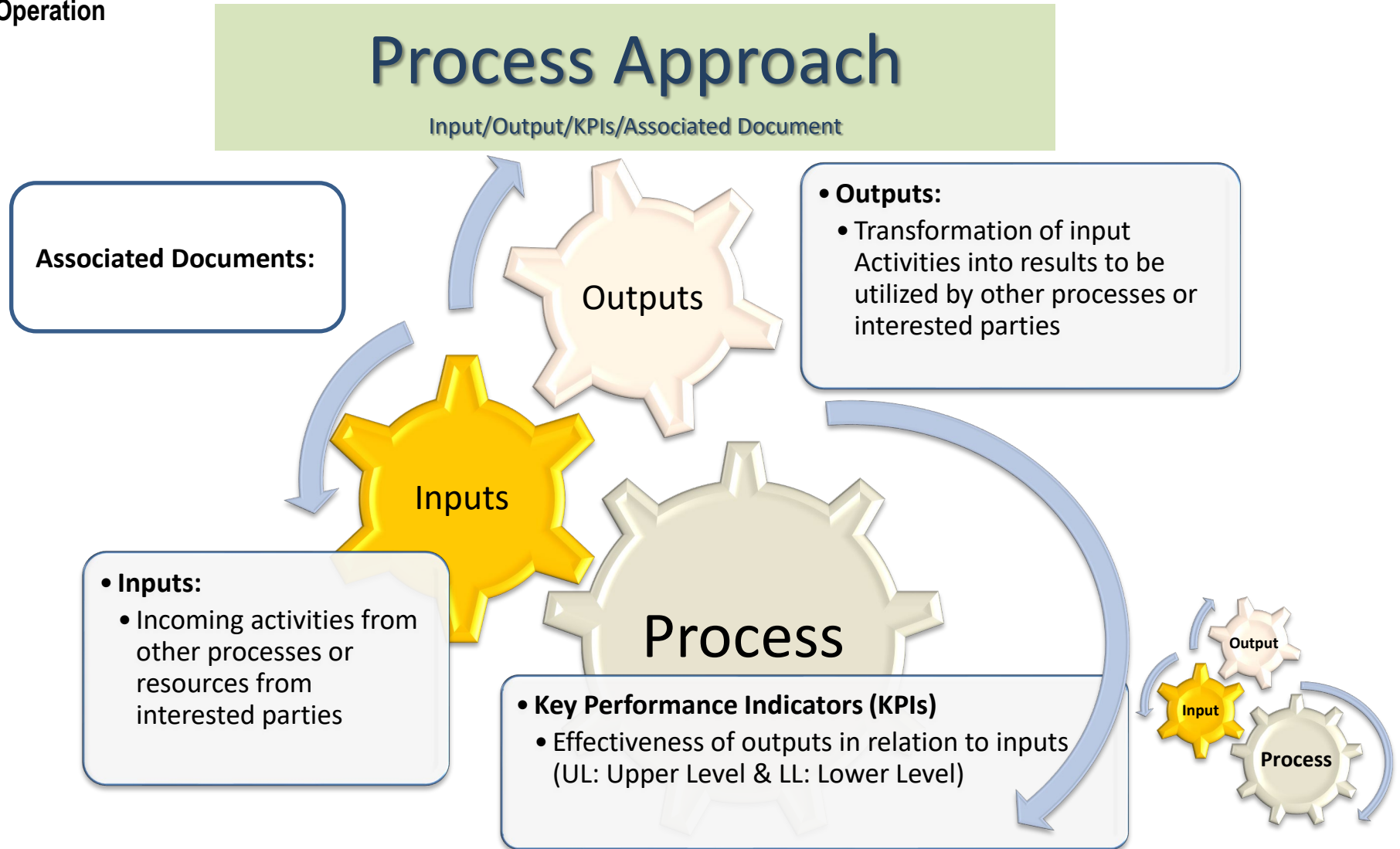


8. Operation

Process Flow and Interactions



8. Operation



8. Operation

Sales Process
Input/Output/KPIs/Associated Document

Associated Documents:

- SOP-001 – Customer Related Processes
- SWI-001 – Creating a Customer Quote
- SWI-002 – Contract Review
- QPC-001 – Drop Ship Process
- QPC-002 – RMA Process
- QOP-003 – Risk Management
- QOP-010 – Corrective Actions Procedure
- QOP-011 – Training Procedure
- QOP-014 – Control of Nonconforming Product

Outputs:

- Determine customer requirements
- Submit quote to customer
- Contract review
- Customer confirmation
- Purchasing Mgt
- Address Change order
- Address customer complaints and feedback

Process Inputs:

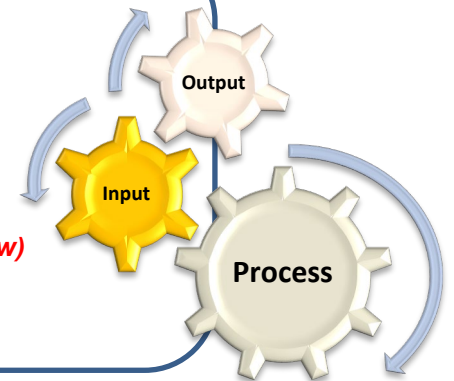
- Incoming customer RFQ
- Customer part requirement (p/n, rev, delivery, manufacturer, paperwork)
- Flow down requirements
- Customer contract
- Customer Confirmation
- Customer complaints & feedback
- Contract change order

Upper Level KPIs:

- Customer Rejections
- Customer Late Delivery
- Customer Complaints
- Customer Feedback

Lower Level KPIs (risk base thinking):

- Sales Internal Errors (Contract Review)*
- Sales Customer Satisfaction*



8. Operation

Purchasing Process
Input/Output/KPIs/Associated Document

Associated Documents:

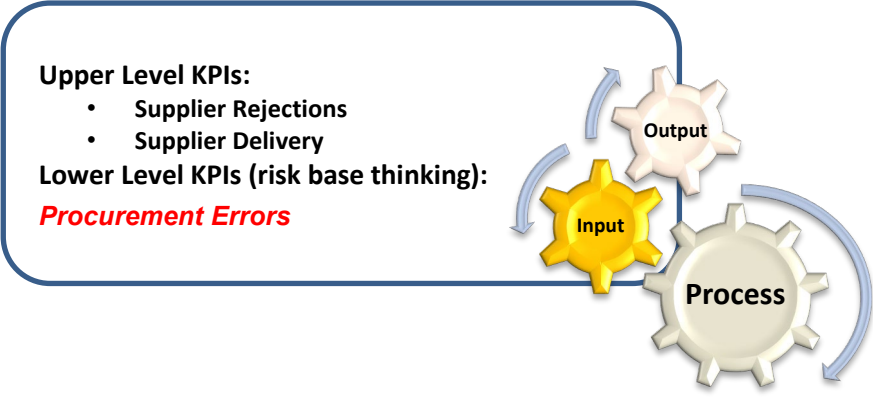
- POP-001 - Purchasing
- PWI-001 – Creating a Purchase Order
- PWI-002 – Creating a Vendor Quote
- PWI-003 – Creating a Repair Order
- QPC-001 – Drop Ship Process
- QOP-003 – Risk Management
- QOP-006 – Prevention of Counterfeit Parts
- QOP-010 – Corrective Actions Procedure
- QOP-011 – Training Procedure
- QOP-014 – Control of Nonconforming Product

Outputs:

- Determine PO requirement
- Purchasing Mgt Information
- Issue PO to supplier with the applicable flow down requirement
- Supplier approval (ASL)
- Supplier PO acknowledgement & confirmation
- Addressing PO changes and reconfirmation
- Supplier evaluation (quality & delivery)
- Addressing supplier feedback

Process Inputs:

- Customer Requirement (p/n, rev, delivery, manufacturer, paperwork, flow down requirement)
- Supplier selection and qualification
- Supplier performance
- Purchase order requirements
- Purchase order changes
- Supplier feedback
- Purchasing Mgt.



8. Operation

Operation Process Input/Output/KPIs/Associated Document

Associated Documents:

- WOP-001 Receiving Inspection
- WOP-002 Final Inspection
- WOP-004 Identification & Traceability
- WOP-005 Surplus Packages Procedure
- WOP-006 Supplier Rejections Procedure
- WOP-007 Product Preservation
- QOP-001 QMS Document Control
- QOP-002 Control & Issue of Inspection Stamps & Approved Signatories
- QOP-003 Risk Management

- QOP-005 Internal Quality Audits Procedure
- QOP-006 Prevention of Counterfeit Parts
- QOP-008 Management Review
- QOP-010 Corrective Actions Procedure
- QOP-011 Training Procedure
- QOP-013 – Continual Improvement
- QOP-014 – Control of Nonconforming Product
- QPC-001 – Drop Ship Process

Outputs:

Receiving & Inspection

- Verification & inspection of purchased parts in accordance with PO & customer req.
- Maintain measuring equipment calibration
- Dispatch & Fulfilment of orders per pick ticket
- Detecting Nonconformances, FOD and quarantine
- Identification and reporting counterfeit parts
- Drop Ship

Warehouse

- Maintain identification, traceability & preservation of parts
- Complete order (picking, packing, invoicing & shipping)
- Perform stocking & stock audits

Process Inputs:

Receiving & Inspection

- Incoming parts, paperwork
- Customer PO requirement
- Drop Ship
- Inventory levels
- Pick ticket
- Supplier PO requirements
- Part prints & Inspections (pass/fail)
- Measuring equipment
- FOD & preservation of parts
- Counterfeit parts

Warehouse

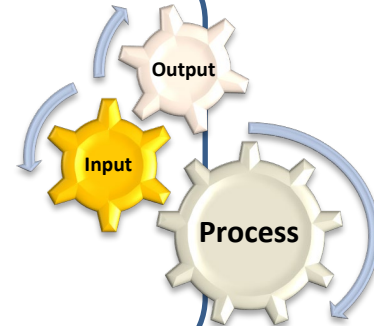
- Picking/ packing/ invoicing/ shipping
- Identification & traceability

Upper Level KPIs:

- Customer Rejections
- Customer Feedback
- Customer Late Delivery
- Customer Complaints

Lower Level KPIs (risk base thinking):

- Operation Cycle Count*
- Operation Internal Errors*



9. Performance Evaluation

Monitoring, measurement, analysis and evaluation

PDQ have determined what needs to be monitored and measured; the methods for monitoring, measurement, analysis and evaluation to ensure valid results.

Customer Satisfaction

Obtaining Customer Feedback regarding customer requirements of our products and services.

Customer Satisfaction includes, product and service conformity, on-time delivery performance, customer complaints, and corrective actions requests, and addressing the effectiveness of results.

Analysis and Evaluation

Data gathered as part of monitoring and measuring activities, and the results are used as part of Management Review.

Internal Audits

Internal audits conducted at planned intervals to provide information on whether our QMS conforms to our requirements, to the requirements of AS 9120 Quality Management System standard and is effectively implemented and maintained; it also takes into consideration the importance of the processes concerned.

Management Reviews

PDQ top management reviews the organization's QMS at planned intervals, at least once every 12 months, to ensure its continuing suitability, adequacy and effectiveness. Each review will take into consideration the status of actions from any previous meetings and any changes in internal or external issues relevant to our QMS and performance information, including trends and indicators as detailed in AS 9120.

10. Improvement

Nonconformity and Corrective Action

Actions will be taken to control and correct non-conformity and deal with the consequences, we will evaluate the need for action to eliminate the causes of the nonconformity, in order that it does not recur or occur elsewhere in the organization. Risks will be evaluated and as needed to make changes to the QMS.

Corrective actions may be initiated to address the root causes of the nonconformity.

PDQ will flow down corrective action requests to suppliers when it is determined that the suppliers are responsible for the nonconformity.

Continual Improvement

PDQ shall continually improve the suitability, adequacy and effectiveness of our QMS. We consider the results of analysis and evaluation and the outputs from management review to determine if there are needs or opportunities that could be addressed as part of our continual improvement.

Improvements will be monitored during the implementation and evaluated for effectiveness.

Performance Evaluation & Improvement



Documented Information

Maintaining Document Control:

All documents supporting this Quality Management System shall be maintained in accordance with the QMS document control procedure (QOP-001) and listed in the QMS index (QF-018), including responsibilities.

Retaining Record Control:

All records supporting this Quality Management System shall be retained in accordance with the Documented Information Procedure (QOP-009) and listing in the QMS Index (QF-018), including responsibilities.

Annual Review

This is proof of the annual review of all QMS documentation to ensure its continuing suitability

Annual Review Performed by	Date
Simon Canipel (Group Quality Manager)	15/09/2022
Simon Canipel (Group Quality Manager)	14/11/2023
Simon Canipel (Group Quality Manager)	16/12/2024

Revisions

Revision	Date	Summary of change	Authorized by
1	December 29 th , 2020	PDQ China, change of address	Simon Canipel, Group Quality Manager
2	February 3 rd , 2021	Update of achieved standards & OIN numbers	Simon Canipel, Group Quality Manager
3	September 27 th , 2021	Update of obsolete documentation and newly implemented documentation, change of activities at Redbrook (office), change of scope (all sites).	Simon Canipel, Group Quality Manager
4	January 28 th , 2022	Modify Quality Manual per the FDH QMS	Simon Canipel, Group Quality Manager
5	September 15 th , 2022	Update of Org Chart (Top Management restructuring)	Simon Canipel, Group Quality Manager
6	November 7 th , 2022	Change of address, PDQ USA (Page 7)	Simon Canipel, Group Quality Manager
7	April 21 st , 2023	Corporate Quality Policy and Objectives added	Simon Canipel, Group Quality Manager
8	June 26 th , 2023	Update Org Chart (I.T Team Lead)	Simon Canipel, Group Quality Manager
9	November 14 th , 2023	Update Org Chart (Business & Operations Manager), Procedures listing update (all sites), Annual review.	Simon Canipel, Group Quality Manager
A	16 th December 2024	Review, rewrite & new format, Revision status to alphabetical. New Quality Policy, Org Chart, compression to reduce pages, Update of documented info Page 21, removal of QMS index. Implementation of main processes & management supporting process, page 13.	Simon Canipel, Group Quality Manager
B	31 st January 2025	Org Chart update, change of reporting structure, addition of Contracts & Consignments manager, change of job title for Will Sansom	Simon Canipel, Group Quality Manager
C	3 rd March 2025	Revised Quality Policy issued from FDH (Rev C), change of CEO, Ian Walsh.	Simon Canipel, Group Quality Manager