



QUALITY-/ ENVIRONMENTAL MANUAL

Business Area Support and Services



INTRODUCTION

We want to be able to control and manage our operations in a systematic and visible way. We consider that success is achieved through the introduction and maintenance of a management system that is designed to control, support, develop and improve the operations and pay attention to the needs of all parties concerned.

Here we describe our focal areas, what they facilitate and how they are observed. We also show examples of activities that are continually conducted with the aim of improving the operations. This document is thus an introduction to our operational management.

With the help of this document our customers, employees and other parties concerned can study the way in which we work in order that our assignments shall give the added value that they expect.

Linköping April 21, 2016.

Lennart Andersson
 Quality Director

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 Environment Director



1. CUSTOMER FOCUS

We are dependent on our customers and must therefore understand present and future customer needs, fulfil customer requirements and strive to exceed the customer's expectations

Customer focus facilitates:

- § a view that the customer's good always comes first
- § understanding for what customers demand and expect
- § good customer relations
- § increased customer satisfaction
- § increased customer loyalty that leads to more and increased purchases

Therefore we work to:

- § analyse customers' needs, expectations and demands
- § analyse customer benefit and customer satisfaction
- § give priority to customer relations

Our focus:

We shall have satisfied customers who turn to us over again

In practice:

We have well thought-out methodology where we, for example, work to:

- § have great awareness of the customer's opinions, requirements, specifications and different requests.
- § create resources that can give the availability and delivery ability that our customers need.
- § give priority to the customer by ensuring that our organization and our employees have high availability when the customer needs our services.
- § work with the right quality by having a clear and documented control of operations and assignments.
- § build in new thinking into our assignments by adapting our way of working to the nature of the assignments and by introducing new technology. Be responsible for continuity by retaining knowledge of methods, ways of working and environments.
- § create added value for the customer by transferring knowledge in connection with our deliveries.
- § follow up that the customer's expectations are fulfilled by us, for example, through questionnaires.



As a customer you can always reckon that a handshake with us results in serious and beneficial cooperation for both parts.

2. STRATEGIC OPERATIONAL PLANNING

The strategic planning gives us the possibility of having well functioning operations in both the short and the long term.

Well functioning strategic operational planning facilitates:

- § long-term and target-oriented operations
- § controlled and well thought-out operations that give security both for customers and employees
- § our employees' understanding for the long-term focus

Therefore we work to:

- § establish long-term objectives and focus
- § carry out surrounding world and market analyses
- § identify our strengths, weaknesses, possibilities and threats
- § develop the organization according to the decided focus
- § evaluate results in relation to the completed operational planning

Our focus:

The strategic planning is a natural part of the operations. It is converted into overall and detailed objectives that are firmly established in all parts of the organization.

In practice:

Our strategic operational planning is a process with periodically recurring activities. It is based on present and foreseeable future needs of the parties concerned. During the strategic operational planning we work to, for example:

- § understand and foresee needs and expectations of customers, cooperation partners, employees, shareholders and society.
- § follow development in the market e.g., competitor development and reorganizations.
- § improve the basis for our strategic operational plan in annual processes.
- § seek the basis for new business, alliances and contacts with niche companies as well as ways of studying results from research and technology development.
- § consider the development within social and environmental matters as well as the effects of declared legal requirements.
- § render the analysis and follow-up of the business ratio more effective.
- § profit by previous evaluations of operations and processes.
- § evaluate the development towards the strategic operational plan during management surveys and fend off any unexpected changes in the development.



3. PROCESS MANAGEMENT

A desired result is achieved effectively when associated resources and activities are managed as a process. Processes can be formulated from an overall company level down to an individual working stage.

Well functioning process management facilitates:

- § effective control and management of planned activities
- § regulated and effective working methods
- § coherent activities and rational utilization of resources
- § increased understanding for context and dependence for all pertaining activities
- § focus on and prioritization of improvement possibilities

Therefore we work to:

- § use documented methods in order to achieve desired results
- § establish regulations and instructions for responsibility and authority
- § identify interfaces between functions concerned
- § gain understanding for and evaluate the performance of the process
- § evaluate the consequences and risks of the process and its influence on customers, cooperation partners, suppliers and other parties concerned.

Our focus:

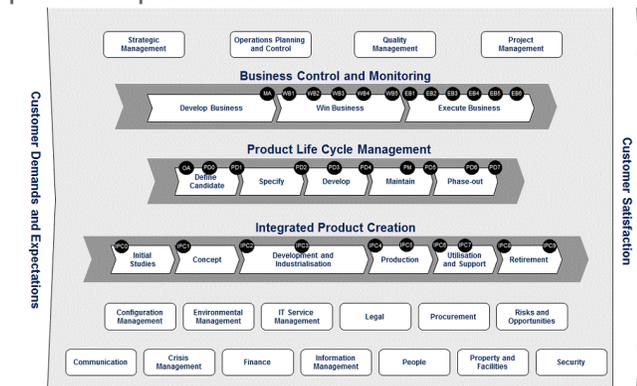
Our operations are divided into processes that are effective and adapted to their purpose. With our processes, we shall manage and lead the operations towards defined objectives

In practice:

We design the process management in order to, for example:

- § identify and combine operations and individuals who are dependent on each other.
- § carry out customer assignments in a controlled way so that our combined experiences will benefit the customer.
- § introduce numerical values and performance objectives for every process.
- § have easily available support for the process members in the form of instructions, handbooks, method descriptions, etc.
- § have clear roles within the management of every process.
- § improve and develop each process to keep pace with changed customer requirements and technical development.
- § carry out evaluations against defined numerical values and objectives.
- § evaluate and reward completed improvements.

Our main process map consists of processes for customer assignments and processes for management and support.



4. LEADERSHIP

Our leaders achieve uniformity where the organizational focus is concerned. They create and maintain the inner environment in which everyone can be committed in order to achieve the organizational objectives.

Well functioning leadership facilitates:

- § coordination of operations with the aim of achieving visions, business concept and objectives as well as establishing secure decision routines.
- § implementation, evaluation and correction in a similar way
- § follow-up of organizational results
- § good conduct as an example for our employees
- § creation of an understanding for the chosen focus, defined objectives, etc

Therefore we work to:

- § appoint leaders with good knowledge, experience and social ability
- § clarify the formation of the organization and the communication routines for all concerned
- § define our visions now and for the future
- § define challenging objectives
- § create and maintain values and an ethical basic outlook
- § establish confidence and eliminate anxiety
- § ensure that the employees have the right resources, training and degree of freedom so that they can act with responsibility within their areas of authority
- § inspire, encourage and recognize the employees' performances, contributions and ideas

Our focus:

Our leaders shall manage the operations so that confidence is created both externally and internally. All our employees shall thereby experience commitment, motivation and personal development.

In practice:

Our leaders develop business concepts, visions, operational systems and values as well as being examples themselves by, for example:

- § identifying their roles and the expectations from colleagues, customers and other parties concerned.
- § identifying the business ratios that will be used when evaluating the leader role.
- § ensuring that appropriate and reliable processes are used for measurement, evaluation and improvement of the most important results in the operations that are managed.
- § personally communicating business concepts, visions and values.
- § stimulating encouraging delegation of responsibility and authority as well as following up and supporting the employees in the attainment of their plans and objectives.
- § following the needs for both personnel and material resources.
- § working according to a number of joint policy documents.
- § following the development and observance of national and international laws and regulations.
- § stimulating and encouraging cooperation within the organization.
- § meeting, understanding and answering to needs and expectations as well as establishing and taking part in partnerships.
- § following their own and the operational development, the employees' signals and the atmosphere in the work place.

5. THE EMPLOYEES' COMMITMENT

The employees at all levels constitute our primary asset. Their commitment, loyalty and abilities are the prerequisites for the good results that are achieved.

The employees' great commitment facilitates:

- § good working results
- § low personnel turnover
- § great acceptance of responsibility
- § improvements as a result of ideas, suggestions, knowledge transfer, etc

Therefore we work to:

- § ensure comfort and working enjoyment for the employees
- § create acceptance and the will to be a problem owner with responsibility for problem solutions
- § create prerequisites and routines for knowledge transfer between employees
- § actively contribute to the formulation of personal objectives
- § stimulate the responsibility for personal competence development

Our focus:

The employees' commitment shall be maintained. They shall have the right competence and shall be developed in pace with the operations.

In practice:

The employees are lead, involved and developed through our concentration on, for example:

- having such a focus that the employees' commitment shall be continually stimulated so that they are all developed in pace with the operations.
- defining objectives for how the personal commitment can be measured or in other ways be followed up.
- working for a good relationship between all employees.
- objectives discussions and well-functioning internal information.
- showing the employees our appreciation when they succeed in their competence development.
- following up the management by objectives discussions to ensure that the employees have the competence that the organization needs today and in the future. The evaluation is carried out annually, both for individuals and teams.



6. CUSTOMER ASSIGNMENT MANAGEMENT

A desired result is best achieved if we work to proven working methods that are applied by all employees.

Well functioning customer assignment management facilitates:

- § analysis of the extent and degree of difficulty of new assignments
- § performance according to clear models that are successively
- § a safer basis for pricing and thereby better competitiveness

Therefore we work to:

- § create an easily available operational system
- § develop new working methods and models and introduce them into the operational system when we have gained sufficient experience
- § make the operational system so flexible that it can be adapted to customer assignments of different extents and degrees of difficulty

Our focus:

It shall be possible to carry out our customer assignments with the support of the operational system models. Our employees shall be able to concentrate on the problem solution itself, i.e., customer benefit.



Every customer assignment is carried out according to well-established models where every new step is preceded by a decision on simple checklists.

In practice:

Customer assignments are managed in a common model that gives scope for both simple recurring assignments as well as unique and complex ones. The model gives us support to, for example:

- build up processes that give support from product idea and customer request to delivery and evaluation.
- § be able to calculate and plan customer assignments and control the transition between different stages in them with, for example, decision points (DP).
- § make preparations for unforeseen events and assignments through risk analyses.
- § make clear and firmly established agreements and handle change requirements under controlled conditions.
- § build up documents, e.g., templates, checklists and routines that support all stages in the handling of the assignment.
- § create personal acceptance of responsibility and enable openness and participation during the work with the customer assignment.
- § establish local routines for operations that are common and clearly demarcated, e.g., workshop repairs.
- § follow up that the customer assignments are completed according to calculations and plans and that the delivery is made with the agreed contents.

7. COOPERATION

The ability of the organization and its cooperation partners to create value through cooperation in mutually advantageous relations.



Through cooperation we drive development forward.

Well functioning cooperation facilitates:

- § increased obligations with regard to orders and operations
- § Increased access to the market by means of a broader range and extent of products and services
- § access to products and technology that we ourselves do not provide
- § appropriate adaptation of the size of our own operations and its resources

Therefore we work to:

- § identify and choose competent and reliable business partners and suppliers
- § expand relations with the aim of creating trustful and secure forms of cooperation
- § exchange competence in a way that benefits all parties
- § create an open and straightforward communication

Our focus:

We shall have a broad network for cooperation which covers both cooperation partners and suppliers. Our cooperation shall create new business where we ourselves cannot act.

In practice:

We have a high level of competence and we carry out complicated assignments within advanced technical systems on land, at sea and in the air for both military and civil clients within authorities and companies. Such assignments are possible thanks to organized cooperation between our different parts of the company and the utilization of fellow contractors and subcontractors within and outside the Saab Group.

For cooperation we strive, for example, to:

- § form a common outlook, functioning cooperation and communication between parties concerned.
- § create networks and firm cooperation between parties who can be involved in the same assignments.
- § find common strategies with regard to planning, purchasing, standardization, etc.
- § develop common standards for validation, error correction, etc.
- § create a common outlook on the use of IT support, technical languages and terms.
- § gain access to new technology when it becomes available on the market.
- § manage larger assignments and total solutions that include assignments from other companies.
- § carry out an increasing volume of our turnover together with partners outside our own operations.



We shall use our resources wisely with the aim of achieving a long-term and durable development.

8. RESOURCE MANAGEMENT

Resource management is an important foundation when it concerns the creation of a secure future for us

Effective resource management facilitates:

- § rational utilization of material, time and investments
- § good general view of the utilization of capital
- § increased consciousness in technology ventures
- § durable development

Therefore we work to:

- § have a continual objective and follow-up of resource consumption
- § have a clear sharing of responsibility for the operation and maintenance of buildings, equipment, products and other material assets
- § have a clear sharing of responsibility with regard to resources
- § have a clear strategy in technology ventures
- § have control over different types of environmental influences
- § have a high security approach to the protection of resources

Our focus:

Our resources shall be used in such a way that it promotes and guarantees a long-term positive development.

In practice:

With resource we mean here material, technological and information-related assets. We strive to manage the resources in the best way by, for example:

- § surveying our assets and striving to optimize the yield from them.
- § surveying our needs in the short and the long term as a basis for the dimensioning of resources and by ensuring that all types of resource costs are considered and followed up for procurements and investments.
- § ensuring that ageing, resource demanding technology is renewed.
- § cooperating with university colleges and universities with regard to the development of resources where we can benefit from new technology.
- § choosing environmentally advantageous alternatives when functional and economic factors make it possible and by contributing to the reduction of emissions and waste as well as increasing the recycling.
- § stressing the importance of the correct management of resources both when resources are introduced and in the continued operational development.
- § protecting our assets, e.g., buildings, equipment, databases and products in operation by means of entry control for personnel and visitors, the incorporation of adequate security in our information systems and by the existence of external protection, fire protection and crisis preparedness.
- § measuring the utilization of resources so that we can see that they are utilized in the best way and that we phase out resources that are no longer used or for other reasons are judged to be uneconomical.

9. CONTINUAL IMPROVEMENT

A lasting objective for the organization is to be continuously better by systematically exploiting all improvement possibilities.

Continual improvement facilitates:

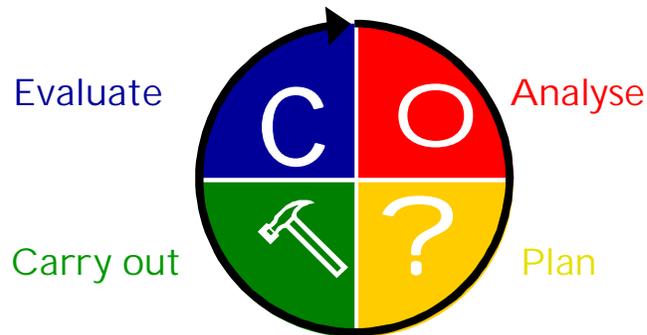
- § increasing competition advantages through improved products and services
- § quicker and more flexible response to development possibilities, customer reactions and improvement proposals

Therefore we work to:

- § use common models and tools for continual improvement
- § examine, revise and carry out self-evaluations

Our focus:

The customers shall feel that we continually develop and improve.



*We have chosen to develop our own model for improvements.
 The model is effectively supported by a web-based tool.*

In practice:

Our processes are continually improved in order to satisfy and generate increased value for customers and other parties concerned. We therefore work to, for example:

- § identify and introduce possibilities for improvement.
- § use an improvement model with four steps:
 - Ø Analyse:
Listen to needs. Search for the basic reason. Create understanding.
 - Ø Plan:
What shall be done? By whom? When shall it be finished?
 - Ø Carry out:
According to the planning.
 - Ø Evaluate:
Was it good?
- § Produce improved products and services for our own use and together with partners.
- § Encourage and reward improvement proposals.
- § Prevent problems through e.g., inspections, audits and self-evaluations.
- § Follow up the customer's reactions to our deliveries and handle customer complaints, claims and improvement proposals.

SCOPE OF THE ORGANISATION AND QUALITY/ENVIRONMENTAL SYSTEM

- Business Area (BA) Support and Services is part of Saab Group [Link](#)
- For ISO 9001/14001 The Saab Group has the “mother” certificate and on the Business Areas level there are “child” certificates and on Business Units “child-child” certificates.
- The BA is organized in four Business Units and staff functions.
- The main sites covered by the certificate is Arboga, Göteborg, Järfälla, Linköping, Ljungbyhed, Nyköping, Växjö, Östersund and Saab Danmark A/S-Søndersborg.
- All certificates held by BA Support and Services can be found at our external website. More detailed information is in every certificate describing scope of work and sites covered by each certificate. [Link](#)
- A more detailed description of the management system can be found in **INF-0001 General Operations Manual for Saab Group** that can be provided upon request.

MANAGEMENT SYSTEM

BUSINESS AREA SUPPORT AND SERVICES OPERATIONAL MANAGEMENT SYSTEM

(References to GMS Global Management System)

Customers and other Stakeholders

Fulfilment of Requirements
 Certificate and Approvals

Products and Services

Special Operations
 Handbooks and Expositions

Processes

HOW-0001 GMS Process Map
 PRO-F001 BA Process Map

Resources

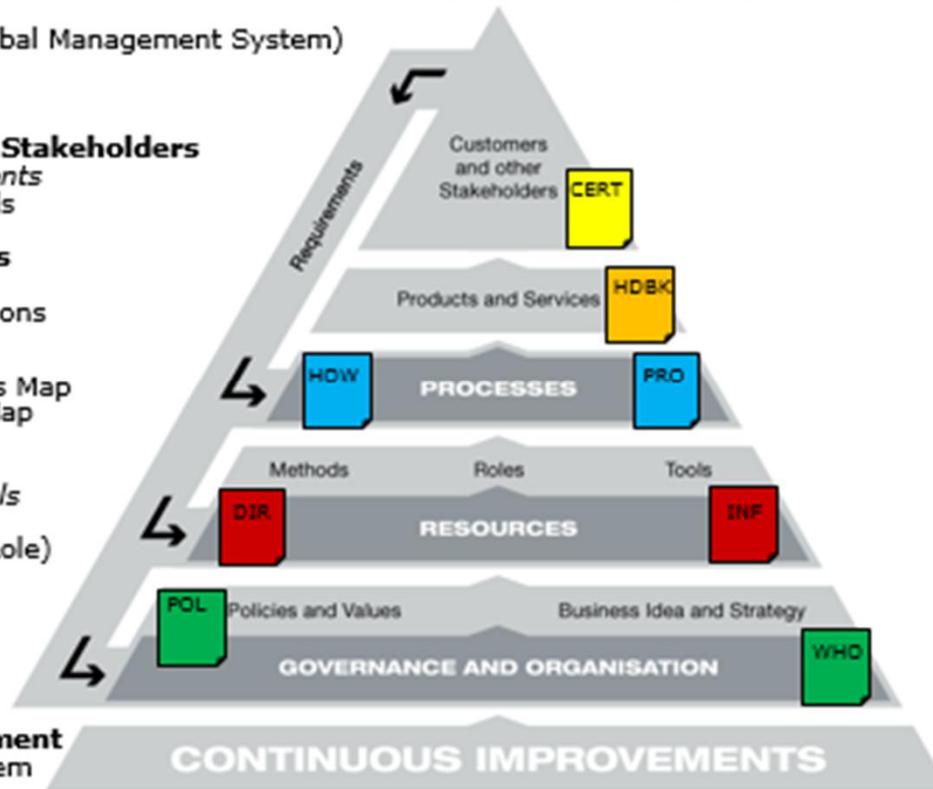
Methods, Roles and Tools
 Directive DIR
 INF, WHAT and WHO (Role)

Governance and Org

POL/WHY Policies
 WHO Line Organisation

Continuous Improvement

Saab Performance System



Certificates

- **General certificate – Quality and Environment**

- § ISO 9001:2008, ISO 14001:2004 and TickITplus

- **Aviation-related certificates**

- § RML (The Swedish Military Aviation Inspectorate)

- § BCL (The Swedish Civil Aviation Authority)

- § Part 145 (FAA -The American Civil Aviation Authority)

- § Part 145 (EASA - European Aviation Safety Agency)

- § Part 147 (EASA - European Aviation Safety Agency)

- § Part 21G+I (EASA - European Aviation Safety Agency)

- § Part 21G and J (EASA - European Aviation Safety Agency)

- § Part M subpart G+I (EASA - European Aviation Safety Agency)

- § EU/OPS AOC – (The Swedish Civil Aviation Authority)

For latest revision please visit our Web-site [Link](#)

- **Others**

- § We apply further standards such as SIS, AQAP, DoD, NATO, QSR, etc., in accordance with special requirements from our customers

SUMMARY

We have a control that is based on a number of policies, for e.g.:

- § Quality
- § Environment
- § Working environment/Safety
- § Security.

Our working methods are, to a high degree, process-oriented and documented in our operational system in the form of, e.g.:

- § Directives
- § Process and method descriptions
- § Handbooks.

The operational system meets a number of standards and our working methods are certified by certification agencies as well as customers.

We strive to be continually better by working to, e.g.:

- § create new products
- § follow up deliveries to customers
- § follow up improvement proposals, complaints and claims.

Many large customers rely on our working methods and benefit from the added value that our products and services give them.

For more information about Saab and BA Support and Services please visit our website Saabgroup.com [Link](#)

SUPPORT AND SERVICES SITES



