



Fairfood International

Quality Policy

Following the CBF and ISO 9001:2008 standard

Printed version is not valid!

Fairfood International
Damrak 83A
1012 LN Amsterdam
The Netherlands
Phone +31 206188062
www.fairfood.org
info@fairfood.org

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Introduction

This Quality Policy is written for everybody who is interested in the Quality Management System¹ of Fairfood International. In this Quality Policy the system that Fairfood uses is described which stimulates continuous improvements towards achieving the overall objectives of the organisation in the most efficient and effective way.

Aim

Fairfood implemented in 2009 a Quality Management System for two reasons. Firstly,, Fairfood has created this system to develop a professional internal organisation in order to optimise our results and to help us fulfil our responsibilities towards increasing the level of sustainability of food and beverage products. Secondly, the system has been developed to enhance customer satisfaction through the effective application of the system, including processes to continually improve these and the assurance of conformity to the customer and applicable statutory and regulatory requirements. Fairfood has defined its customers as 'poor people', 'brand owners' and 'financiers'.

Continuous improvement, demonstrating integrity, being accountable and striving for high quality performance are the guiding principles (anchored in the Code of Conduct) in Fairfood's daily work. To realise and implement these principles on all levels of the organisation, Fairfood started the (ongoing) project "Quality Assurance" in 2008. This is a relatively new concept in the non-profit sector. The idea is nonetheless thankfully starting to take root as non-profit organisations are increasingly called upon to improve their accountability towards stakeholders and the public at large by demonstrating the transparency, efficiency and effectiveness of their operations.

Quality

Quality is a key concept within our Quality Management System. Fairfood defines "quality" as "the degree to which customer requirements for Fairfood International products and services are identified and satisfied". An important approach to assure that the quality of the internal processes and organisational structure meets the requirements of the customers is the implementation of the Quality Management System.

Quality labels

Fairfood's Quality Management System complies with the requirements of various external quality standards. Using an official authority that proves the quality of our organisation helps Fairfood to demonstrate its professionalism to the public. The standards and criteria to which Fairfood complies are Code Wijffels, CBF, and the ISO 9001 International Standard:

- *Code Wijffels*

Code Wijffels is the Dutch Code Good Governance for NGOs. The key principle described in this Code is that organisations should have separate bodies in charge of the supervision, management, and operational tasks and responsibilities of the organisation. At Fairfood, this division is anchored in the

¹ A Quality Management System can be defined as "a set of co-ordinated activities to direct and control an organisation in order to continually improve the effectiveness and efficiency of its performance".

Statutes, the Internal Rules, and the procedures of the organisation (for more information see Fileinx: Code Wijffels (in category “articles”) (sorry in Dutch)).

- *CBF label*

Central Bureau on Fundraising (CBF) is a Dutch quality label organisation for charities. The most important principle that CBF requires from charities is that the organisation strives for an optimal spending of resources allowing the mission and objectives of the organisation to be realized in the most efficient way. This means that the charity organisation may spend at most 25% of its income on fundraising activities. Fairfood meets these and all other criteria of the CBF. For this reason, we are allowed to use their label in our communication items. For more information check: www.cbf.nl



- *ISO 9001:2008 International Standard*

The International Organization for Standardization (ISO) is an international standard-setting institute. This organisation was founded on February 23, 1947 and has its head quarters in Geneva, Switzerland. ISO 9000 is a grouping of standards which is used to provide organisations with quality management systems. ISO 9000 is maintained and updated by ISO and is administered by accreditation and certification bodies. Recently, on November 15, 2008, ISO has made changes to the requirements of ISO 9001, which is the Standard that Fairfood has implemented in its work processes. For more information, check <http://www.iso.org>.

An organisation that has been independently audited and certified to be in conformance with ISO 9001 may publicly state that it is "ISO 9001 certified" or "ISO 9001 registered". Certification to an ISO 9001 standard does not guarantee any quality of products and services; rather, it certifies that formalised business processes are being applied. The British Standards Institution (BSI) is the institute that audits the implementation of the Quality Management System at Fairfood International. Fairfood is officially allowed to use their logo in our external communications since September 2009. For more information, check <http://www.bsigroup.nl>.



Scope²

The scope of the Quality Management System indicates which aspects of the organisation are covered by it. In the case of Fairfood, the Quality Management System covers the entire organisation. The scope of the Quality Management System is the same as Fairfood's core message and is defined as:

“Fairfood International is a non-profit campaign and lobby organisation, which encourages the food and beverage industry to increase the level of sustainability of its products. In this way, Fairfood contributes to the fight against hunger and poverty across the globe”.

² The Fairfood International Quality Management System excludes two requirements of the NEN-EN-ISO 9001:2008 International Standard, which are:

- Paragraph 7.3: “Design and Development”
- Paragraph 7.6: “Control of Monitoring and measuring equipment”

These exclusions do not affect the ability or responsibility to provide outputs that meets applicable customer or regulatory requirements.

The Management Team of Fairfood International intends that all business objectives, strategies, and processes used to realise this scope should always satisfy relevant customers and comply with regulatory and statutory requirements.

Daily practice

All employees (paid and unpaid), the Supervisory Board, and everyone else working on behalf of Fairfood is expected to familiarise themselves with the Quality Policy, which they are asked to read when they enter employment. They all have to comply with the Quality Policy and make an effort to act in accordance with the related policy documents, procedures and work instructions. From that moment onwards, it is everybody's individual responsibility to implement these guiding documents correctly into their work processes. Yet everybody working for Fairfood has a joint responsibility to consult one another regarding the application of the Quality Policy in everyday working practises. Furthermore, the Quality Policy should gain further substance through its day-to-day application. Providing critical evaluation is a collective task. In this respect, the Director and Management Team have a special responsibility to, amongst other things, show role model behaviour, initiating improvements and assuring adherence to the Quality Policy.

Readers guide to Quality Policy

The Quality Policy is used to explain the Quality Management System (QMS) of Fairfood. This policy document provides an overview of the different subjects that are part of the system and explains the links between the various related documents.

Section 2 explains the quality objectives underlying our QMS. Section 3, called "Organisation profile", explains the internal structure of the organisation. It describes how Fairfood develops its objectives, strategy, and methods on which our daily work is based. It is important that every new employee in Fairfood is familiar with the content of these two chapters. The following sections (4 – 8) are essentially summaries of other policies and provide an overview of Fairfood's QMS management responsibilities, management of resources, and the way Fairfood complies with the ISO 9001:2008 norm.

If you have any questions about the content in the following sections, please contact Project Leader Quality Assurance.

Quality policy and quality objectives

The purpose of our Quality Management System is to continually improve the effectiveness and efficiency of the organisation's performance by considering the needs of interested parties, most notably the needs and expectations of our customers. Fairfood strives to continually improve its processes as well as the Quality Management System as a whole. By defining quality objectives and using the Quality Management System to meet those objectives, improvement is achievable.

Quality policy

Fairfood international is a non-profit campaign and lobby organisation, which encourages the food and beverage industry to increase the level of sustainability of food and beverage products. Through this Fairfood contributes to the fight against hunger and poverty across the globe.

In order to realise these main objectives in the most efficient and effective way, Fairfood International is managed in a professional way and cooperates with many stakeholders to combine their strengths. In 2009, Fairfood International has implemented a Quality Management System to assure that the organisational structure, management of procedures and working culture of Fairfood provide the maximum possible contribution to reaching the overall objectives of the organisation. The Quality Management System's aim is to improve our accountability towards stakeholders and the public at large by proving ourselves transparent, efficient, and effective in our operations. It is now more imperative than ever that an organisation such as Fairfood – often critical of the actions of corporate and governmental actors – is able to demonstrate the quality of its operations beyond any doubt. The intrinsic nature of Fairfood as a continuously improving organisation also provided motivation for embarking on this project.

The Quality Management System of Fairfood International is based on the following values:

- Transparency: Creating the highest level of transparency within the organisation;
- Self-critical: Being self-critical stimulates learning and fosters continuous improvement;
- Effectiveness: Striving to reach our objectives in the most effective manner;
- Accountability: Being accountable for our work towards our stakeholders;
- Compliance: Complying with customer and regulatory requirements;
- Efficiency: Striving to reach our objectives in the most efficient way with regard to the available time and resources

Achieving this policy involves all (paid and unpaid) employees of Fairfood International being individually responsible for the quality of their work- resulting in a continuously improving performance level. The Quality Manager outlines the quality policy to each employee. The Manager of the Operations Department is appointed as the Quality Manager within Fairfood International.

Quality objectives

The main objective corresponding to the Quality Policy of Fairfood International is to develop a professional organisation that realises its objectives in the most efficient and effective way. This is done by means of an effective Quality Management System that complies to the NEN-EN-ISO 9001:2008 International Standard and other relevant statutory and regularly requirements.

The main objectives of Fairfood International's quality policy are;

- An analysis of the impact on poor people as a result of positive changes in brandowner behaviour within the supply chain before the end of June 2011;
- A high level of brand owner satisfaction by which brand owners evaluate our relationship with a minimum of 7.0 out of 10 before the end of June (based on brand owner satisfaction surveys);
- A high level of financier satisfaction by which financiers evaluate our relationship with a minimum of 8.0 out of 10 before the end of June (based on financier satisfaction surveys);
- A high level of employee satisfaction by which employees of Fairfood evaluate their satisfaction with a 7+ out of 10 before the end of June 2011 (based on employee satisfaction studies);
- Develop a document that explains how the Sustainability Agenda covers the assumed requirements of poor people before the end of October 2010;

These quality objectives are achieved by adopting a system of procedures that reflects the organisation's competence to existing customers, potential customers, and independent auditing authorities. To achieve and maintain the required level of quality, the Board of Directors is responsible for the Quality Management System with routine operational controls executed by the Quality Manager.

On behalf of the Management Team of Fairfood International,

Frank van der Linde

Director Fairfood International

Amsterdam, 18 August 2010

Organisation profile

A main objective of implementing this Quality Management System is to realise customer satisfaction. Therefore, we have to define our customers, outcome and the internal processes that are formalised into various procedures to assure that the outputs of Fairfood meet customer requirements.

Customers of Fairfood

Fairfood International defines its customer through the following categories:

- *Poor people*

The mission (or impact) of Fairfood International is food security for everybody. This includes no (threat of) hunger or malnutrition. For this reason, Fairfood International considers the people who are facing hunger as their ultimate customer. It is important to mention that Fairfood International approaches this category of customers indirectly by encouraging brand owners to increase the level of sustainability of their food and beverage products. Thus, we do not have direct contact with these customers. Our work is based on the assumptions that an increased level of sustainability in the food and beverage industry has the capacity to cause positive impacts on the human rights and lives of individuals, and thus may reduce poverty and hunger.

- *Brand owners*

Fairfood believes that during the production, processing, sourcing and/or trade of food brand products, food and beverage brand owners can have a harmful effect on the human rights and lives of individuals. This includes employment practices, environmental policies, relationships with suppliers and consumers, interactions with governments and other activities that may cause or exacerbate poverty and hunger. As such, Fairfood devised a strategy that places food and beverage brand owners as its primary target group. In order to ensure that these brand owner companies seriously engage in sustainable practices, Fairfood uniquely emphasizes the sustainability level of the brand products of the companies instead of the companies themselves. During the lobby trajectory, Fairfood International stimulates transparency, emphasises implementation, encourages compliance with reliable sustainability certification labels, fosters progression, and recommends available certification schemes as solutions.

- *Financiers*

To realize the organisation's mission, Fairfood International depends on financial support from financiers. Fairfood International uses these financial resources to carry out projects in an efficient and responsible way. The relationship between Fairfood and its financiers is characterized by transparency and accountability. Once a year, or at the end of a financial agreement, Fairfood International evaluates and reports on the results of the projects that are realised through the money provided by the financier.

Outcome of Fairfood

Fairfood has defined its *outcome*³ as “an increased level of sustainability of food and beverage products.” This is the result of the sequent core processes.

³ According to the NEN-EN-ISO 9001:2008 International Standard, product (or service) realization is the final output of the sequent primary processes. Therefore, what Fairfood has defined as its “outcome” is similar to what ISO has defined as the “product” of an organisation.

However, the various work processes of Fairfood result in many more *outputs*. Examples are reports, letters, posters, and other communication items, vacancy texts, lobby activities, etc. Hence, various outputs contribute to the realisation of the overall outcome.

Internal processes

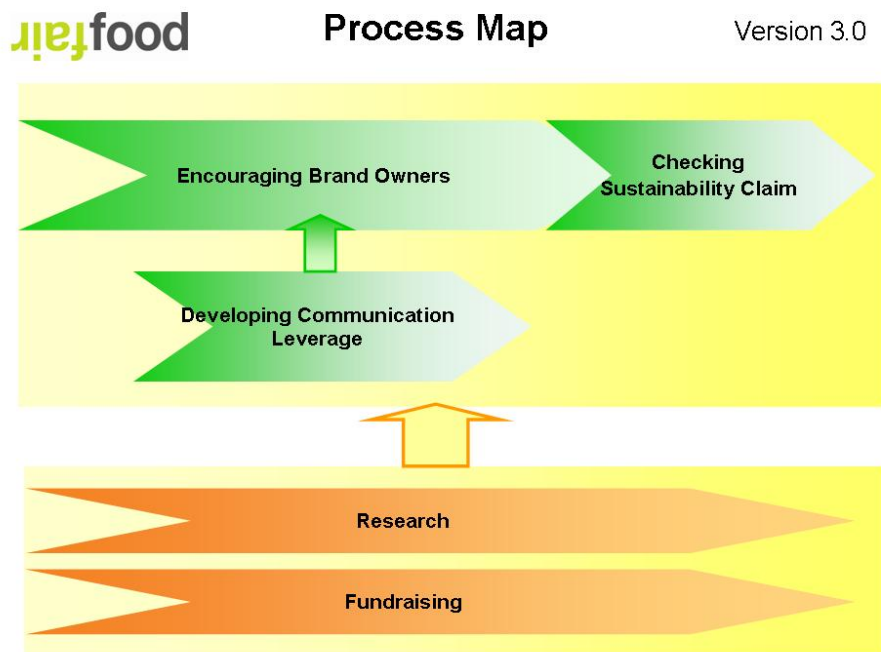
Fairfood International has developed primary, strategic, supportive, and monitoring processes in order to realize the final outcome. All these processes are monitored, evaluated and controlled by the Quality Management System to realize continuous improvements. For more information, see the [Monitoring, measurement, analysis and improvement policy](#).

All policy documents and procedures are documented in the database Filelinx. The internal procedures described in these documents facilitate processes to enhance the consumer satisfaction of our financiers, brand owners, beneficiaries, a key motivation for implementing this Quality Management System. However, only the policy documents, procedures, and work instructions that add value to the output of the processes are described. In cases where the competences of the employees sufficiently assure the quality of the processes, it has been decided not to describe these processes in procedures.

Primary processes

Fairfood has defined different processes that together (directly or indirectly) contribute to the realisation of the final outcome of the organisation. This sequence and interaction of these processes are illustrated in the process map in Figure 1.

Figure 1 Process map Fairfood International



The main process of Fairfood describes our lobby process to encourage brand owners (see procedure [Encouraging Brand Owners](#)). When brand owners claim an increased level of sustainability or sufficient

progression, the procedure Checking Sustainability Claim comes into play. When the outcome of this check confirms an increased level of sustainability, we have contributed to the realisation of our outcome.

In case the sustainability claim is rejected, the lobby trajectory continues and leverage can be used to further encourage the brand owner. Based on the Developing communication leverage procedure the most adequate leverage is selected.

For the realization of the general objective, Fairfood International performs fundraising activities to finance the projects of the organisation. For this reason, the fundraising activities – described in the procedure Fundraising – underlie all other activities. Furthermore, the information, knowledge and reports provided by the Research department are fundamental to the work carried out by the Lobby and Communications departments (see procedure Research).

Strategic processes

The mission, vision, mandate, and strategy of Fairfood International are described in the Long-Range Plan. Accordingly, the Long-Range Plan can be seen as the input that stimulates the primary processes. How the Long-range plan is created, updated and monitored, is described in the procedure Monitoring, Evaluating and Updating the Long-Range Plan and Multi-Year Budget.

Secondary processes

Besides the primary and strategic processes, secondary processes are also part of the internal organisation of Fairfood International. The secondary processes are supportive to the primary processes by providing and maintaining human resources, the infrastructure, and a work environment needed to achieve conformity to product requirements. Examples are:

- Monthly Close procedure;
- Purchase procedure;
- HR Exit procedure;
- HR Recruitment and Selection procedure;
- Performance Management procedure;
- Organisation check procedure;
- Filling in income from financiers
- Employee Representative Board (ERB)

Quality control processes (see Appendix 3)

Finally, we distinguish procedures developed to control the internal quality. Examples are:

- Complaints Procedure;
- Creating, Changing, and Eliminating Policies, Procedures and Work Instructions;
- Internal Audit Procedure.
- Non-conformity procedure

Internal organisation

Within Fairfood International, there are separate bodies in charge of the supervision, management, and operational tasks and responsibilities of the organisation, and each has its own tasks and powers. The corporate governance and related authorities, tasks and responsibilities are anchored in the Statutes, the Internal Rules, and the procedures of the organisation.

So that the organisation is able to function effectively, Fairfood is split into five different departments, each with its own focus. Each department manager reports to the Board of Directors. Fairfood International has five departments; Lobby, Communications, Research, Fundraising, and Operations. Each department executes two to ten projects. Each department is also co-responsible for realising the (central) objectives and the (general) strategy described in the Long-range plan. The Director makes sure that there is a proper connection and proper tuning between departments and projects.

Each project is executed by a (paid) Project Leader who is responsible for carrying out the activities described in the project plan and have (unpaid) Project Assistants helping them. Working relationships are summarized in the Organisation Chart and procedures, while individual reporting arrangements and responsibilities are documented in job descriptions. These job descriptions are established and maintained for each of the job positions indicated on the Organisation Chart. Every new employee signs an employment agreement including a job description. The agreement and job description is maintained in the personnel files.

The head office of Fairfood International is located in Amsterdam and is the base for most employees (paid and unpaid). Many different nationalities work at Fairfood and because of that, the 'corporate' language is English. Front offices are set up in several other countries. The activities, which can only be done at that location in the most efficient way, are carried out there. Since 2009, Fairfood has front offices in Berlin and London. Since the beginning of 2010, Fairfood has lobbyists working in 9 different regions to encourage the international head quarters of brand owners worldwide.

Documentation requirements

Control of documents

All documents used within Fairfood are created, implemented, and maintained according to the Control of documents policy. In this policy document, we define different types of documents used within Fairfood, as well as the format and management requirements related to each type of document.

The documents that are part of the Quality Management System (Policy Documents, Procedures, and Work Instructions) are maintained by the procedure Creating, Changing and Eliminating Policy Documents, Procedures and Work Instructions. This procedure describes how new documents are created or existing documents are updated, i.e. an employee needs approval from the Owner for changing these documents and only Manager Operations and Project Leader Quality Assurance are entitled to add/edit the document in the database Filelinx. All these documents have an Owner and a version number. The Owner of the relevant documents is responsible for an updated version in Filelinx and communicates internally when an updated version is available. In addition, documents of third parties that Fairfood International uses are also controlled by the Quality Management System.

To prevent loss of data, a back up is made by Project Leader ICT every day and kept outside the office at a safe place. Fairfood International's back-up system, access security system, and virus protection are described in the ICT Security policy. All documents that are part of the Quality Management System (Policy Documents, Procedures, and Work Instructions) are filed in the Filelinx database. The documents that are present in Filelinx are the only authorized and valid versions. Printed versions are copies and are therefore invalid because they cannot be replaced if a new version is published. Printed procedures can be only used for studying the Quality Management System. In principle, everyone examines for him/herself relevant procedures before carrying out their work.

Quality Policy

The Quality Policy is a policy document aimed to make known how the NEN-EN-ISO 9001:2008 International Standard is implemented within Fairfood International. In other words, this Quality Policy provides insights into the Quality Management System regarding external parties and demonstrates how Fairfood International takes care of delivering a certain level of quality to enhance customer satisfaction. The Quality Policy is a summary of the Quality Management System and encloses the main objectives of our policy concerning quality management.

External parties that are interested in receiving a copy of our Quality Policy can download the document from our website. The Project Leader Quality Assurance is responsible for publishing the latest version on the website in case of a modification.

Control of records

Records are documents that provide concrete evidence of conformity to requirements and of the effective operation of the quality management system. Examples are audit records, Management Review reports, education and training records of employees, minutes/items of Quarterly MT meetings, items on implemented corrective and preventive actions, contact moments, etc. These records are controlled to assure that they remain legible, readily identifiable and retrievable. In Appendix 2 you can see an overview of where these records are stored.

Management responsibility

Management commitment

The Management Team of Fairfood International is closely involved in the development, implementation, and maintenance of the Quality Management System (see Long-Range Plan, year budget, and the quality policy and Quality Objectives in this Quality Policy). The Management Team continuously improves its effectiveness by emphasizing the importance of meeting customer, statutory, and regularly requirements during department meetings and when drafting an assignment to Project Leaders. The quality policy and effectiveness of the Quality Management System are evaluated at least once a year, during the Management Review meeting. The outcomes of that meeting are discussed with the Management Team during the next Quarterly Management Team Meeting. During the Management Review, quality measurements are analyzed against their established objectives and suggestions for improvement of the system are considered. Further, quality planning is also conducted during the Management Review to ensure the continuing availability of the resources necessary to meet the expectations of our customers (see the policy document Monitoring, measurement, analysis and improvement).

Customer focus

The main objective of the quality policy of Fairfood International is to achieve satisfaction for customers and the actions of the Management Team are meant to encourage the fostering of continual improvement. The Management Team ensures that customer requirements are determined and meet the overall aim to enhance customer satisfaction. With the help of customer satisfaction studies carried out within each category of customers, Fairfood International gathers information regarding the requirements of each specific group of customers (see Financier satisfaction policy and Brand owner satisfaction policy). By means of interviews, surveys, registering of complaints, meetings with customers and internal communication, Fairfood International responds to the (dis)satisfaction, needs and requirements of customers in order to continually improve the quality of our output. In other words, customer requirements are identified, reviewed, and translated into work assignments to ensure that the requirements are fully understood and met.

Quality Policy

The Management Team has established a quality policy (see section 2) as a framework for establishing and reviewing quality objectives. The quality policy applies to the entire organisation, and at department level, the quality policy is explained and discussed with every employee working at Fairfood International. Moreover, new employees get a short introduction on the quality policy and the related Quality Management System of Fairfood during the introduction course prior to their first working day (see Introduction policy).

Planning

Quality objectives

Quality objectives (see section 2) are derived from the quality policy. Quality objectives are established to continually improve the Quality Management System as a whole as well as each management process, extending to processes involved with meeting product requirements. Quality objectives are measurable, so that they can be analyzed during Management Review meetings to determine the degree to which they are met. The realization and progress of the quality objectives are monitored and those outcomes discussed during the Quarterly Management Team Meeting. Moreover, during these

Quarterly Management Team Meetings, the Management Team evaluates if the quality objectives are still suitable and adapts the objectives if necessary (see procedure Monitoring, Evaluating and Updating Long-Range Plan and Multi-Year Budget and policy document Monitoring, measurement, analysis and improvement).

Quality management system planning

The planning of the Quality Management System primarily concerns the realisation of the quality objectives in order to meet the requirements of the customers. As part of the regular maintenance of our quality system, proposed modifications to processes and procedures are reviewed during Management Review Meetings and Quarterly Management Team Meetings to ensure that the requirements of the Quality Management System have been addressed prior to the implementation of any modification. This review ensures that no new process is implemented without first considering the actions that must be taken to ensure that the organisation remains in compliance with the system as it is documented. Items evaluated and planned actions are documented in the Management Review meeting and Quarterly Management Team Meetings minutes. Moreover, the Management Team assures that the integrity of the Quality Management System is maintained (see policy document Monitoring, measurement, analysis and improvement and procedure Monitoring, evaluating and updating the Long-Range Plan).

Responsibility, authority and communication

Responsibility and authority

The responsibilities and authorities of all employees and internal institutions are stated in the Internal Rules and job descriptions. In the Internal Rules, a table is provided that explains per subject which employee is responsible, accountable, consulted and informed by which activities. In Filelinx, the job descriptions of all functions within Fairfood International describe the responsibilities and tasks, qualifications and competences related to each function. The mutual relationships between the employees are illustrated in the Organisation Chart. Additionally, the procedures also describe the employee responsible in each particular process.

The responsibilities and authorities with respect to the Quality Management System are also described in the Internal Rules.

- The Management Representative is the main person responsible for the implementation, maintenance and improvements of the Quality Management System.
- The Project Leader Quality Assurance is in charge of all ongoing tasks and activities related to the maintenance of the Quality Management of the System.
- Internal auditors are responsible for performing independent audits of the Quality Management System to verify that operations comply with documented procedures and specified quality standards. These individuals are trained and qualified to perform the audits to which they are assigned. They are responsible for preparing for the audits and documenting them in accordance with the Internal Quality Audit procedure (see also procedure Internal Quality Audits). These individuals also identify and record problems related to services, processes, and the Quality Management System and recommend solutions.

Management representative

The Director has appointed Manager Operations as the Management Representative (or Quality Manager) who, irrespective of other duties, has the main responsibility and authority for establishing,

implementing, and maintaining the Quality Management System and ensuring that it continues to be compliant with the requirements of ISO 9001 and CBF label. More specifically:

- The Management Representative is responsible for evaluating (by auditing internal processes) the effectiveness of the Quality Management System and reporting on it to the Director at scheduled Management Review Meetings and Quarterly Management Team Meetings, and for making suggestions to improve the system (see policy document Monitoring, measurement, analysis and improvement);
- The Management Representative serves as the primary liaison to external parties on matters concerning the Quality Management System;
- The Management Representative creates awareness of customer requirements at all levels in the organisation, ensures that employees are aware of the importance of meeting customer requirements and explains how those requirements relate to their work activities.

In the absence of the Management Representative, the Director will assume these responsibilities.

Internal communication

The internal communication concerning the Quality Management System and its effectiveness comes out on a 3-monthly basis to the Management Team and in departmental meetings. The Internal communication policy determines the means of communication. Although communicating informally is an effective method of transmitting information relating to products and processes, formal mechanisms are in place to document and facilitate this. The effectiveness of internal communications and any further formalization of such communications are considered during Management Review Meetings.

Management review

General

Management Reviews are held to assess and evaluate the Quality Management System to ensure its continued effectiveness and suitability in satisfying the requirements of NEN-EN-ISO 9001:2008 International Standard and our stated quality policy and objectives. Reviews are carried out as frequently as necessary, but at least annually. Topics discussed during the meeting are described in the policy document *Monitoring, measurement, analysis and improvement* and the resulting action plans are recorded in Management Review Agenda and Minutes, which are maintained as quality records in accordance with the policy document Control of documents. Additionally, the Management Team reviews the Quality Management System at their Quarterly Management Team Meetings to ensure its continuing suitability, adequacy, and effectiveness. The quality policy and related objectives (and indicators) are the point of departure for this evaluation. If necessary, the Management Team develops corrective and preventive actions.

Review input

A Management Review includes information on the following subjects:

- Results of audits;
- Customer feedback;
- Process performance and product conformity;
- Status of preventive and corrective actions;
- Follow-up actions from previous Management Reviews;
- Changes that could affect the Quality Management System;

- Recommendations for improvement.

The outcome of the Management Reviews are filed on the S-drive in the folder Board of Directors/Management reviews.

Review output

The output from the Management Review includes any decisions and actions related to:

- Improvement of the effectiveness of the Quality Management System and its processes;
- Improvement of product related to customer requirements;
- Resource needs.

Management of resources

Provision of resources

Fairfood International strives for an optimal spending of resources allowing the mission and objectives of the organisation to be realized in the most efficient way. Fairfood International aims for a balanced division between the cost of fundraising activities and the expenses of the organisation's primary objectives. Moreover, all investments are examined in terms of the Long-Range Plan and the Multi-Year Budget. In line with the requirements of the CBF, Fairfood does not spend more than 25 percent of its earnings on fundraising.

Fairfood International determines and provides the resources needed:

- to carry out the activities described in the Project Policies;
- to implement and maintain the Quality Management System and continually improve its effectiveness (see the budget of Project Policy Quality Assurance);
- to enhance customer satisfaction by meeting customer requirements (see budget of Project Policy Quality Assurance).

The purchases necessary to provide these required resources are controlled by the procedure Purchases. The document outlines who is responsible for what costs and purchases. The purchases and spending of financial resources are in line with the proposed year budget that links up with the Multi-Year Budget determined by the Director. The costs of each project are monitored on a monthly basis and, at the end of the year, a financial report is sent to the accountant for a final check (see procedure Project Planning, Monitoring and Evaluation). The financial report is used to compose the budget for the next year.

Human resources

General

All employees (paid and unpaid) working for Fairfood International have a responsibility to strive for excellence in performance in order to enhance customer satisfaction. For this reason, it is required that all employees are competent regarding appropriate education, training, skills and experience necessary to carry out a certain function. The procedure Recruiting & Selection of New Employees assures that all employees working for Fairfood International meet the requirements and competences stated in the various job descriptions. An important aspect of the HR Exit Procedure is the exit interview developed in order to evaluate the work relationship between the leaving employee and Fairfood International. During this interview, Fairfood evaluates the experiences and degree of satisfaction of the leaving employee as well as to what extent the Supervisor was content with the performance, competences, and skills of the leaving employee. The outcome of these conversations is used for updating the vacancy text for a possible future employee.

In order to meet the needs of the employees, Fairfood International holds an Employee Satisfaction Survey (see Policy Document: Employee satisfaction policy) once in every two years in the autumn. The outcome of these studies is discussed during the Quarterly Management Team Meetings to develop improvement actions so that the requirements of the employees are met.

Competence, training and awareness

The job descriptions of all employees determine what sort of training, experience, knowledge and skills are required to carry out the function. In the procedure Recruiting & Selection of New Employees, Fairfood's HR department assesses the candidates regarding this. Moreover, before an employee starts working, he/she has to follow an introduction course that has been developed in order to provide new employees with knowledge on the organisation structure, working culture, relevant databases, and current issues ongoing in the organisation (see Introduction policy).

Yearly appraisals and performance interviews are held between employees and their supervisor to assure that (paid and unpaid) employees carry out their function in such a way that it contributes to the needs, wishes and requirements of the customers. The working method for this performance management is described in the policy document Performance management. During these appraisals, the necessity of possible further education and training possibilities will be determined. Additionally, during these performance appraisals the employee, together with its supervisor, evaluates the benefits of previous trainings and determines which training(s) is (are) necessary in the coming year to improve performance and customer satisfaction (see policy document Employee development plan).

Additionally, all employees undergo QMS awareness training, in which the organisation's commitment to and policy for quality is communicated, as well as the importance of meeting customer requirements, the importance of their respective positions, and how they can contribute to the achievement of the quality objectives. QMS awareness training is provided to new employees during their introduction course (see Introduction policy).

Infrastructure

At the end of 2007, Fairfood International moved to a new office building located near the Central Station in Amsterdam. The office building is now easy to get to from other cities and from the international airport. The office meets every requirement so that it can operate efficiently. Every department has its own separate workspace and essential equipment such as computers and printers. In the yearly planning and budgeting application, the financial resources needed for the IT department are determined (i.e. hardware, software, information systems, communication, etc.) in addition to other office supplies needed to carry out the projects and in order to work at a professional level. Office supplies are purchased and are used, on the basis of the allocated budget. The maintenance and security of ICT resources are assured by the ICT Security policy.

Work environment

Fairfood International's point of reference in relation to the physical and individual aspects of the work environment is the ARBO legislation. Furthermore, during performance management appraisals and department meetings Supervisors ask how employees experience their working environment to see if it is suitable to perform efficiently and if necessary undertake action to improve the situation. Every employee (paid and unpaid) is responsible to maintain a suitable working environment at Fairfood International in addition to maintenance, cleaning, and helping to provide lunch as according to the policy document Office Rules.

Outcome realization⁴

Planning of outcome realization

Fairfood International has the processes needed to realise its organisational objectives, primary processes, and service requirements documented in the Quality Management System (see procedure Research, procedure Fundraising, procedure Developing Communication Leverage, procedure Encouraging Brand Owners, and procedure Checking Sustainability Claim). These procedures are communicated and implemented through all levels of the organisation. The Board of Directors develops periodically a Long-Range Plan concerning the intended strategy for the realization of the organisational objectives. Based on the Long-Range Plan, Fairfood executes a large number of year-round projects to fulfil its objectives and strategy. With due observance of the Long-Range Plan, the Board of Directors determines the budget for the coming financial year and the resources available for the implementation of each project (see Multi-year Budget and the Planning and Budgeting Sheet). The projects have their own specific detailed project policy with related year targets, indicators, activities, planning and budget. The projects are monthly monitored and evaluated at the end of the year (see Monitoring, measurement, analysis and improvement policy). Lessons learned are used for updating the Long-Range Plan (see procedure Monitoring, Evaluating and Updating the Long-Range Plan and Multi-Year Budget).

Customer-related processes

Determination of requirements related to the outcome

We consider people in poverty as our ultimate customers for whom our primary processes are developed (see also section 3). Based on international conventions, agreements and norms, we have defined a list of Fairness Issues (described in our Sustainability Agenda) which we consider as representing the requirements of people in poverty. In order to increase our knowledge about these people, an important quality objective is to improve the interaction of our relationship with people in poverty to assure that our projects are effective and meet the needs of the people facing hunger.

Brand Owners are also considered as our customers, although the contact is not at their initiative. Fairfood International has describes requirements on its approach to Brand Owners (see Lobby policy). Furthermore, we ask brand owners to give feedback on Fairfood Internationals' lobby activities. Brand owners are, for example, asked to what extent they are satisfied with the solutions that we provided.

Finally, financiers are also customers of Fairfood International as they are funding and supporting our organisation so that we can realise our mission and vision. Financiers have their own requirements, which organisations/projects have to meet to be considered for funding. Additionally, during meetings with our financiers we increasingly recognise how to interpret their requirements. Furthermore, every year we carry out financier satisfaction surveys to check if our delivered project output meets the requirements of the concerning financiers.

Review of requirements related to the outcome

Prior to Fairfood International's commitment to supply a product to the customer, product requirements are defined (see previous section). Next, the provided products/output of the projects are controlled and reviewed to see if the product/output meets these requirements.

⁴ We use the word outcome instead of product which ISO uses

The requirements of poor people to our product are underlying our Long-Range Plan. The project plans designed to realise the mission and vision of the organisation need an approval of the relevant Manager to assure that the proposed plans are achievable by means of the available resources.

According to the lobby work towards brand owners, the Manager Lobby is responsible for making sure that the lobby trajectories are in line with our Lobby policy and related requirements. For this reason, the Manager Lobby has to give approval before leverage is used (see procedure [Encouraging Brand Owners](#)).

When Fairfood writes funding applications, the requirements of financiers are well considered. Before an application is sent to the financier, the Manager Fundraising has to give approval to assure that the proposed projects are achievable with the obtained funding (see procedure [Fundraising](#)).

Summarising, the final output of the main processes, such as the final design of a communication item, needs the approval of the concerning Manager before it can be used. In the procedure [Research](#), procedure [Developing Communication Leverage](#), procedure [Encouraging Brand Owners](#), and procedure [Checking Sustainability Claim](#)) a final check of the manager is described.

Customer communications

Fairfood International strives for an open dialogue with all its customers. Using a six-weekly [newsletter](#) and by writing [annual reports](#) and [annual accounts](#), specific customers are kept informed about operational matters, management and policy, fundraising activities and financial issues. In the annual report and the annual accounts, Fairfood reports on the annual results and the carried out activities. The annual report is available on demand and is fully accessible on the Fairfood International website. Moreover, information can be found about our mission, vision, values and approach, as well as the outcome of different lobby trajectories, on the website of Fairfood International. Furthermore, Fairfood International describes in its [Long-Range Plan](#) and [website](#) the lobby approach towards brand owners and other stakeholders so that people know what to expect. Financiers receive a [report](#) that describes the outcome of the projects that they have funded.

Complaints addressed to Fairfood are recorded in a complaint register and settled within one month (see [Complaints procedure](#)). Additionally, customer satisfaction studies provide the opportunity for customers to give feedback on the cooperation with and professional behaviour of Fairfood International.

Design and Development (not relevant)

Fairfood International does not develop (new) products. For this reason, this paragraph is not relevant and consequently not included in this Quality Management System.

Purchasing

Purchasing process

Fairfood International has determined criteria to which purchased products have to comply (see [Purchase policy](#)). These criteria are defined to assure that we act with integrity regarding our statutory mission and objectives. The steps Fairfood International employees have to take before purchasing a product or service are described in the [Purchases procedure](#). Moreover, all employees have to use the [Purchase policy](#) and the [Organisational Check policy](#) while selecting appropriate (new) suppliers. These

policy documents contain the defined criteria to which suppliers have to comply. Furthermore, in the purchase policy is described that each Project Leader should evaluate the service(s) and/or product(s) provided by the supplier so that a list of approved suppliers will be composed. The responsible Project Leader is entitled to purchase all necessary purchases concerning his/her project. In case the price of the purchased product or service exceeds the budget, the responsible Project Leader must ask for approval from their Supervisor.

Purchasing information

Purchasing information is documented of the products and services purchased on behalf of the primary, secondary and supporting processes. Before a product/service is purchased, the employee concerned asks for more than one offer and files these documents in Filelinx. Subsequently, the proposed offers are compared and if necessary additional information is asked for in order to make a well-based decision (see procedure Purchases).

Verification of purchased product

The quality of the purchased product/service is controlled and checked by the responsible employee to determine whether the delivered product/service meets the requirements as determined in the contract. In case there are non-conformities, the responsible employee asks the supplier to meet its obligations as agreed in the contract. Non-conformities are registered and communicated to the concerning Supervisor.

Production and service provision

Control of production and service provision

Fairfood International provides the necessary information (both digitally in the data system Filelinx and in written documents), work instructions, suitable equipment and other resources to carry out the projects. The aim of the projects is described and explained in the concerning Project Policies and Long-Range Plan.

Validation of processes for production and service provision

The procedures of the Quality Management System are all approved by the Management Team and controlled and monitored by the Quality Manager. Furthermore, the Quality Management System assures that:

- all project activities are carried out according to the proposed Targets, Planning and Budget as described in the Project Policy and related Project Plans;
- all projects are monthly monitored and evaluated at the end of the year;
- all employees have the required competences to carry out their tasks (see Procedure Recruiting and Selecting of New Employees);
- all procedures are known and implemented through all levels of the organisation;
- all records related to the procedures are documented (see Control of Documents Policy);
- After cooperation with brand owners and financiers the delivered services are evaluated to verify if the process complied with the requirements of the customer (see policy documents Financier Satisfaction and Brand Owner Satisfaction).

Identification and traceability

All projects at Fairfood International have a unique name making it possible to identify relevant documents contributing to the final product throughout the realization process. For example, the research reports that are used as input during the lobby trajectories are traceable by using the search function in Filelinx. The status of the lobby trajectories is documented and traceable in Filelinx. All digital documents are filed in Filelinx and the s-disc accessible for all employees. Physical documents are documented in dossiers owned by the owner of the documents.

Customer property

Very rarely, Fairfood International works with the physical property of external parties. In the unlikely event of this happening, the relevant employee of Fairfood International formulates an agreement to identify, verify, protect and safeguard customer property provided for use by an external party. In case it concerns intellectual property rights, logos or labels (for instance the ISO label) of external parties, the use of these properties are defined in guidelines and agreements of the organisation concerned.

Preservation of product

Fairfood International primarily provides services. For this reason, Fairfood International does not make use of implemented actions to preserve products during internal processing and delivering. In the unlikely event of this happening, the responsible Project Leader implements the necessary actions in the relevant project policies.

Control of monitoring and measuring equipment

Fairfood International has no monitoring and measuring equipment since the organisation does not deliver a physical product but provides services. For this reason, this section is excluded in the Quality Management System.

Measurement, analysis and improvement

General

Fairfood has implemented the PLAN-DO-CHECK-ACT cycle in its Quality Management System to monitor, measure, analyse and improve processes to ensure conformity to customer requirements and establish continued improvements of the internal organisation and the Quality Management System (see policy document Monitoring, measurement, analysis and improvement).

Monitoring and measurement

Customer satisfaction

Fairfood international monitors and measures customer satisfaction by:

- Brand owner satisfaction studies (see policy document Brand Owner satisfaction);
- Financier satisfaction studies (see policy document Financiers satisfaction);
- Employee satisfaction surveys (see policy document Employee satisfaction);
- Analysis of complaints;
- Environment studies (including monitoring customer perception)

These policy documents describe the method for obtaining and using this information. The outcome of these customer satisfaction studies is documented and discussed during the Quarterly Management Team Meetings. During these meetings, the Management Team determines the implementation of corrective and/or preventive actions and follow-up.

Interne audit

Fairfood International carries out internal audits in order to ensure the effectiveness of the activities, agreements, and procedures of the Quality Management System (see Procedure Internal Quality Audit). Every year, project Quality Assurance organises four audit rounds. The audit planning (see Appendix 1) encloses all main processes four times a year and all additional secondary and strategic processes twice a year. Procedures are audited:

- to confirm the planned arrangements;
- to disclose weaknesses of the Quality Management System;
- to determine whether the Quality Management System is effectively implemented and maintained;
- to start improvement actions and to stimulate the process of continuous learning;
- to check if proposed corrective actions to realise improvements are implemented

The Project Leader Quality Assurance is responsible for the planning and organisation of the audits. The internal audits are carried out by one or two certified internal auditors from within Fairfood International. The Project Leader Quality Assurance makes sure that the internal auditors do not audit the procedures that concern their own department/project. The internal auditors summarise the results of the audits in a 'Quality audit report' record in Filelinx. The non-conformities are described in the "Quality non-conformity" record that is attached to the "Quality Audit report" in Filelinx. The suggestions for improvement are described in a "Quality Improvement" record that might be also attached to an audit report. The concerning supervisors complete this 'non-conformity' form in Filelinx and formulate corrective and preventive actions. The concerning owner of the non-conformity/quality improvement is

responsible for the implementation of these actions. The Project Leader Quality Assurance monitors if the implemented corrective and preventive action have the required result (see Procedure Internal Quality Audits).

Monitoring and measurement of processes

Fairfood International uses different methods for monitoring and measuring the quality management system processes, viz.:

- execution of internal audits;
- monitoring of Key Performance Indicators that are formulated in the project targets;
- performance evaluation during the Quarterly Management Team Meeting (see Monitoring, measurement, analysis and improvement policy).

Monitoring and measurement of product

The various projects executed by Fairfood International are planned, monitored and evaluated according to the Monitoring, measurement, analysis and improvement policy and policy. The project plans are a derivation of the Long-Range Plan, which describes the long-term strategy, mission and vision of the organisation. The project policies are written according to the work instruction Updating project policies. Every month the financial situation and implemented activities of each project are monitored according to the Monthly close procedure.

Control of non-conforming product

In case the work of Fairfood International does not meet the requirements, the relevant processes will be immediately stopped and corrected. Complaints after the implementation of our work are analysed and registered in the 'Complaints' record in Filelinx and communicated to colleagues in order to share lessons learned and to prevent reoccurrence (see complaints procedure).

Analysis of data

The various sections of this Quality Policy and their related process flow documents address the need for analyzing data and its implementation in order to achieve and measure the effectiveness of the Quality Management System in achieving the quality policy and objectives.

Data demonstrating the suitability and effectiveness of the Quality Management System as well as that used to evaluate where continual improvement of the Quality Management System can be made is presented and analyzed during Management Review meetings. Data presented during the meeting includes data resulting from monitoring and measuring product, process and customer satisfaction and other relevant sources. Information resulting from these analyses includes customer satisfaction levels, conformity of product to requirements, characteristics and trends of processes and products including opportunities for preventive action, and supplier performance. It is necessary to be addressed in this manner since it is a collaborative process involving many departments and functions. Examples of data collection and analysis and how it is integrated into the overall Quality Management System are as delineated in the various following sections of this Quality Policy.

Improvement

Continual improvement

Fairfood is a learning organisation that strives to continually improve the effectiveness of its work. Continual improvement is not an isolated process or element of the Quality Management System, but

rather a way of managing the system. The Quality Management System has all the necessary elements of establishing the policy and objectives for quality, for implementing operational controls to achieve the objectives and for measuring the results. The basic methodology and plan is that if the results fail to meet the objectives, it is the fault of the system. Therefore, the system must be improved so that it becomes more effective in reaching the objectives. When the objectives are achieved, new objectives are set and the Quality Management System is improved to meet the new challenges.

Identification of continual improvement needs are determined by analyzing customer satisfaction information, product and process conformance data, supplier performance data, internal audit results, and other data and information relevant to quality performance. Management reviews consider all relevant information and define priorities for improving the quality system. The corrective action and/or auditing processes are used to formally identify, respond to or verify the acceptability of actions and track the corrective action requests or internal audit findings.

Corrective action

Corrective actions are undertaken to eliminate the causes of non-conformities in order to prevent their reoccurrence. Actions taken are appropriate to the impact of the problems encountered. Corrective actions may be initiated by anyone in the organisation.

Corrective actions may arise from a variety of sources, including Management Review Meetings, Internal Audits, Customer Complaints (see procedure Complaints), and any identification of non-conformity. The Management Representative will review all requests for Corrective Actions in order to determine the feasibility of the requested actions and to assign responsibilities for determining the problem's root cause and evaluating the appropriate actions to ensure that the non-conformity does not reoccur.

In the policy document Monitoring, measurement, analysis and improvement and the procedure Registering of complaints, Fairfood International describes what the organisation undertakes to eliminate the causes of non-conformities in order to prevent reoccurrence. This correction action process is provided to define non-conformities, determining root cause, evaluating action to ensure non-reoccurrence and implementing, recording and reviewing actions previously taken. Based on the corrective actions, procedures will change according to the procedure Creating, changing, and eliminating policy documents, procedures and work instructions.

Preventive action

Preventive action is defined as an action taken based on the observance of a systemic condition or the result of a corrective action where further action is deemed necessary to curtail the same or similar occurrences within other processes or realization activities. Implementation of preventive action measures are as defined in the Policy Document Monitoring, measurement, analysis and improvement. The preventive action initiated is to be appropriate to the potential impact of the problem. Similar to the corrective action process, the process employed identifies potential non-conformities and their cause(s), determines and ensures implementation, and records and reviews preventive actions taken.

All employees of Fairfood International are responsible to recognise potential problems and non-conformities in their work and to determine, implement and evaluate the necessary preventive actions.

Appendices

Appendix 1 Planning audit rounds 2010

	Round 1	Round 2	Round 3	Round 4
Name procedure	15 - 26 February	17 - 28 May	16 - 30 August	15 - 26 November
Checking Sustainability Claim	x		x	
Complaints procedure	x			x
Creating, Changing, and Eliminating of Policy Documents, Procedures, and Work Instructions	x			x
Developing Communication Leverage	x	x	x	x
Employee Representative Body (ERB) procedure	x			x
Encouraging Brand Owners	x	x	x	x
Exporting data from the website to Filelinx		x	no	no
Filling in income form financier			x	x
Fundraising	x	x	x	x
HR Exit		x		x
Internal Quality Audits	x			x
Monitoring, Evaluating and Updating Long-Range Plan and Multi-Year Budget		x		x
Monthly close		x	x	
Nonconformity	x		x	
Payments	x	x	no	no
Performance Management	no	no	no	no
Purchases	x	x	x	x
Recruiting & Selecting of New Employees	x			x
Research	x	x	x	x

Appendix 2 Overview of records

Required Record ISO	Section	Location
Management Review	5.6.1	S/drive: Board of Directors/Management review
Education, training, skills and experience	6.2.2	Filelinx: personal file S/drive: Finance/applicable year
Record of product review	7.2.2	- Filelinx: project/general "last change saved by" Manager - Filelinx: Leverage trajectory passed status "approval by manager LO to start up" - Filelinx/email folder: approval manager Fundraising
Supplier evaluation	7.4.1	Filelinx: organisation check record (status)
Traceability records	7.5.3	Not applicable
Customer property records	7.5.4	Not applicable
Audit records	8.2.2	Filelinx: Quality audit report

Authorization release of product for delivering to customer	8.2.4	- Filelinx: Leverage trajectory passed status "approval by manager LO to start up" - Filelinx/email folder: approval manager Fundraising - Filelinx/assignment: assignment passed status " approved by manager" - Email folder: Manager Research approves Research Report
Non-conformity product	8.3	Filelinx: Quality non-conformity
Results of corrective action taken	8.5.2	Filelinx: Quality non-conformity
Results of preventive action taken	8.5.3	Filelinx: Quality non-conformity

Appendix 3 **Overview Internal Procedures that reflect ISO 9001-2008 norm**

Requirement ISO	Section	Name Fairfood procedure
Control of documents	4.2.3	Control of document policy
		Procedure Creating, updating, and deleting of policies, procedures and work instructions
Control of records	4.2.4	Control of document policy
		Procedure Creating, updating, and deleting of policies, procedures and work instructions
Internal audit procedure	8.2.2	Internal audit procedure
		Monitoring, measurement, analysis and improvement policy
Corrective action	8.5.2	Non-conformity procedure
Preventive action	8.5.3	Non-conformity procedure