HELICOPTERS DIVISION

QRS-108 Supplier Quality Plans

LEONARDO

QRS-108

Supplier Quality Plans

Owned by: Cecilia Di Gennaro

Firmato da Cecilia Di Gennaro
il 22/04/2026 alle 14:25:14 UTC

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Approved by: Head of SQA Fabio Menciotti

Signed by Fabio Menciotti
on 23/04/2026 at 08:30:24 UTC

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Issue Date: April 2026 Issue: 05 Revision: 01

CHANGES LOG

Issue	Approval Date		Main changes	Interested Paragraphs
00	/	April 2015	First Issue	All
01	/	June 2018	Document completely rewritten and reformatted	All
02	/	June 2019	QP Annexes Risk mitigation requirements for Transfer Plans	7.1; 7.2 7.3
03	/	June 2020	Acronyms and definitions updated LH focal point for IPO/PO arrangement updated. QP types (Manufacturers against LH Procurement specification/SCD) updated Reference to Templates published in QRS portal New information to add and clarification about contents (several chapters) Reference to QP for DO/PO (IPO/PO) arrangement; new paragraph	4.1 6 7 7.1; 7.2 7.4
04	/	January 2025	Revised paragraph 7.2 QP for Subcontractors Chapter 1, to incorporate the QM/2024/1409 corrective action definition	7.2
05	/	November 2025	Introduction of guidelines for the Safety Management System (New paragraph) Revised Template for Subcontractors and IPO-PO Arrangements	2; 7 7.2;7.4
05	01	April 2026	Introduction of the SQA mail contact for the QAP delivery	6

APPLICABLE DOCUMENTS

This document *shall* be applied together with the main document (QRS-01 Quality Requirements for Suppliers) and with the other applicable modules.

CONTENTS

1 Purpose

The Supplier is required, as specified in paragraph 5, to detail in a Quality Assurance Plan (QP), exactly how Leonardo Helicopters (**LH**) contracted requirements are achieved via their Quality Management System (QMS), Safety Management System (SMS) (if applicable) against the requirements of QRS-01 (Leonardo Helicopters Quality Requirements for Suppliers).

The primary purpose of the QP is to identify any gaps between a Supplier's QMS/SMS and **LH** requirements specified in QRS-01, and/or the contract itself. The QP *shall* list in detail and explain any additional QA processes added, amended or modified to meet **LH**'s Quality and Safety requirements.

The secondary purpose of the QP is to document how the Supplier intends to fulfill **LH** Contractual requirements, as detailed in the QRS-01 and associated modules, such as Organizational/Project family tree, Design and Development activities, Customer Internal and External Audit plan, Customer specific Key Performance Indicators etc.

2 Applicability

This document is applicable to new or existing Suppliers.

The complexity of the QP *will* be determined by the QRS modules applicable to the Supplier as described in Table 1 of QRS-01 (Quality Requirements for Suppliers).

3 Effective date

Issue date

4 Acronyms, definitions and abbreviations

4.1 Acronyms and definitions

DAL	Design Assurance Level
DO	Design Organization
HDO	Head of Design Organization
HW	Hardware
IPO	Intermediate Production Organisation
LH	Leonardo Helicopters
LOP	Life of Product
NDT	Non-Destructive Testing
P/N	Part Number
PO	Production Organization
QA	Quality Assurance
QMS	Quality Management System
QP	Quality Plan (also known as Quality Assurance Plan)
QRS	Quality Requirements for Suppliers
SADD	Statement of Approved Design Data

SCD	Source Control Drawing
SQA	Supplier Quality Assurance
SW	Software
SMS	Safety Management System

See QRS-01 for classification and definition of LH suppliers.

5 Requirements

A Quality Plan is requested from Suppliers for the following:

- To document any deviations and align their QMS to LH Requirements (QRS-01 and all related Procedures), when such deviations cannot be adequately addressed using the Deviation Form (QRS-01 F06). The need for a Quality Plan in such cases depends on the complexity of the deviation and must be discussed and agreed upon with SQA,
- For *Manufacturers* who design and manufacture new articles[1], software or complex hardware under development, against **LH** Procurement Specification/SCD,
- To support DO/(IPO)/PO Arrangement with LH and/or a License Agreement, as per applicable Certification,
- For supplier activities performed inside the LH facilities and / or acting under LH procedures (testing, logistic services etc.),
- To permanently or temporarily transfer work from one location to another,
- For *Subcontractors* to manufacture critical articles against LH design data without holding a Certification under EASA Part 21 Section A Subpart G or equivalent (civil and military),
- Supplier QP specifically required by Programme or Customer.

LH reserves the right to request a dedicated Quality Plan, in any situation, when considered necessary.

Once approved by **LH**, the QP *shall* be regularly reviewed and kept updated by the Supplier to ensure it reflects their QMS and meets the contracted requirements.

LH takes right to ask copy of any QP that a Supplier has in place with its suppliers.

Note (LH UK Military contracts only):

In some cases, it is possible that a *LH UK Military Manufacturer* may be subject to a 'Statement of Work' from LH Engineering & Innovation. The content of such a Statement of Work may include Technical Requirements, Project Management Methods, Design Management, Qualification Planning and Reporting as well as Quality Requirements. It is recognized that a Statement of Work can fulfill the purpose of a Quality Plan to a greater or lesser extent, as determined by SQA.

[1] The QP shall be updated in case of Design/Production changes.

6 Transmission and Approval of Quality Plans

The Supplier *shall* submit the QP to the LH focal point indicated in the table below, for QP type. The supplier *will* receive back the QP approved by LH.

QP Type	Use	LH focal point for QP	LH Approver
Supplier alignment to QRS01	To be used in case a Supplier has a QMS certification below QRS-01 Requirements or in case of deviation request from QRS-01 [4]	SQA[5]	Head of Quality & Safety Systems LH
Manufacturers against LH Procurement Specifications/SCD	Design and manufacture of new parts or design changes to already approved parts.	Engineering Focal Point or Chief Project[2]	Head of Quality & Safety Systems LH
	Development of Software or Complex Hardware	Engineering Focal Point or Chief Project	LH SW and Electronic Equipment Monitoring Quality
DO/(IPO)/PO arrangement with LH	DO/PO arrangement	SQA[5]	Head of Quality & Safety Systems LH
	IPO/PO arrangement	Manufacturing Engineering	LH Plant Manager
Service Provider on LH site	For supplier activities performed inside the LH facilities and / or acting under LH procedures (testing, logistic services etc.)	Quality Control or Laboratory (for testing and calibration activities)	LH Production Manager
Transfer plan	To permanently or temporarily transfer work from one location to another	SQA[5]	Head of Quality & Safety Systems LH
Subcontractors	For subcontractors to manufacture critical articles against LH design data without holding a POA.	Quality Control	LH Quality Control
Programme/Customer Supplier QP	Supplier QP specifically required by Programme or Customer	SQA[5]	Head of Quality & Safety Systems LH

[2] Any exceptions about availability and updating of this type of QPs *shall* be agreed with LH Engineering focal point/Chief Project.

[3] Only Complex Hardware DAL A or B. For DAL C or D, the requirements shall be included in the general QP

[4] When such deviations cannot be adequately addressed using the Deviation Form (QRS-01 F06) and only upon agreement with SQA.

[5] SQA e-mail contact: awsupplierqualityassurance.aw@leonardo.com

7 QP Contents

The contents for some of the QP categories are specified below. The supplier is requested to maintain the chapter numbering below and mark "N/A" if the section is not applicable. All the procedures *shall* comply with QRS-01 and applicable modules.

For the QP, the Supplier may use a Template for each QP type, provided by **LH** and available in the QRS portal – Section 'Additional Data'. Alternatively, the Supplier may use a different Template, provided that it covers all contents required by **LH.**

7.1 QP for Manufacturers

who design and manufacture articles, software or complex hardware, against LH Procurement Specifications/SCD (new development and in case of design/production changes to consolidated articles)

- **Chapter 1** - Scope and management of the quality plan
  - *Contractor (Supplier name and address)*
  - *Applicability (list of all the P/Ns covered by the Quality Plan: **LH** P/N, Supplier P/N, Description, Procurement Spec/SCD, Sub-tier P/Ns if any).*
    Remark: any Software and Complex Electronic Hardware installed on Articles shall be clearly declared and identified
  - *QP approval and update: describe how the Supplier intends to manage the changes to QP and how to submit to LH approval.*

- **Chapter 2** - List of acronyms, definitions, reference documents used in the QP

- **Chapter 3** - Applicable Documents
  - *Contractual Documents (such as Contract, SoW)*
  - *Applicable Regulations (EASA, FAA, TCCA, AQAP, etc.)*
  - ***LH** Documents (Technical Specification, SCD)*
  - *List of Supplier applicable documentation defined in the QP (Quality Manual, Design Manual, internal procedures)*
  - *Specific applicable **LH** Program documents*
  - *Supplier Approvals held (Civil Certifications, Military Qualifications, ISO/EN/AS series etc.)*
  - *Any exclusions for Design activities in charge to **LH***

- **Chapter 4** - Organizational roles and responsibilities, and personnel competence

  Roles and responsibilities should be summarized into Organizational charts (Accountable Executive, Program Manager, Technical Director, Manufacturing Engineering Manager, Production Accountable Manager, Certifying Staff, Quality Manager, Safety Manager/Officer(s) (if applicable), Quality Control Manager, Production Manager).

*The Supplier shall also identify the internal procedures for minimum requirements for personnel (education, experience, skills), training and approval, especially for those people involved with design activities for **LH** programs.*

- **Chapter 5 -** Planning
  Plan for development activities until final qualification. The supplier shall describe their capacity to address the requested scope of work. This might be done by providing the following:
  - *Project planning*
  - *Work breakdown structure*
  - *Resource breakdown structure*
  - *Risk Assessment.*

- **Chapter 6 -** Focal Points
  - *Supplier Contacts (Focal Points)*
  - ***LH** Focal Points.*

- **Chapter 7 -** Documents Quality/Safety Requirements
  - *Description of how the documentation is issued, approved, changed and managed.*
  - *Record Keeping defining timing, location and applicability.*

- **Chapter 8 -** DO-PO Arrangement and/or License Agreement as per Applicable Certification
  - *Description of how the documentation is being exchanged between Supplier and **LH** (the Supplier procedures need to be approved by the Supplier's Engineering organization)*
  - *Description of supplier process for including parts in the Capability Lists ("Prototype" and "New", as applicable) and the minimum documentation needed*
  - *Description of transition from applicable technical data to approved technical data (that is after SADD issue), including the update of Capability List and issue of EASA Form 1 NEW, and, if requested by LH, the re-issue of the EASA Form 1 Prototype to NEW, whether the conditions are met*
  - *Changes affecting the Arrangement/Agreement*
    <u>Remarks</u>: The Supplier shall inform LH of any changes that may affect the applicability of the DO-PO Arrangement; the Supplier shall also inform LH when the PO certification is suspended or affected by Authorities level 1 finding.

- **Chapter 9 -** Configuration Management
  - *Change Classification and LH involvement: describe how the Supplier intends to manage the design changes in accordance with QRS-115 and how LH will be involved in the approval.*

- **Chapter 10** - Design and Development (Design planning supplier procedures)
  - *Design Control: define the analysis method used to design parts*
  - *Basic data and requirements of design: managing of HW and SW requirements*
  - *Software Quality Assurance: indicate the Supplier SW quality assurance plan*

- *System Equipment List: list the preliminary list of equipment and items agreed at the CDR*
- *Preliminary Design Data Set*
- *Critical Part: indicate how the supplier is intended to manage critical and hazardous parts*
- *Forging and Casting Design Requirements: how the supplier is intended to manage forging and casting parts*
- *Special Processes: how the supplier is intended to manage **LH** special Processes*
- *Design Review indicate the procedure the supplier follows to perform PDR, CDR, QR, SSR, TRR, DR and FQR/SCR as applicable*
- *Design Verification and Validation describing how the supplier is intended to verify and validate design data.*

- **Chapter 11 -** Activities and Documentation for Qualification of Parts
  - *Functional Qualification: documentation to be issued to provide evidence of design/validation/qualification results (QP, AR, SR, QTP, QTR, PSAC, SVP, STD, STR, SAS, VDD, DDP)*
  - *Manufacturing qualification the documentation to be issued to provide evidence of manufacturing qualification is FAI, to be performed in accordance with QRS-101*
  - *Specific LH Program qualification requirements: description of how the supplier intends to manage the process and supplier procedures.*

- **Chapter 12** - Inspection and Testing

  An ATP is expected to be prepared and approved by **LH**.

- **Chapter 13** - Components designed by Sub-tiers

  The supplier shall indicate how he is flowing down LH requirements to its suppliers. The supplier shall indicate the list of all of its suppliers (sub-tiers) involved in design activity. Remark: any sub-tier QPs shall be made available to LH upon request.

- **Chapter 14** - Articles identification and traceability

  The Articles will be identified, traced and delivered according to the requirements stated in applicable Drawings, Applicable Technical Specifications, Applicable QRS-series procedures. The supplies shall report on each deliverable unit:
  - *Supplier name*
  - *Supplier PN*
  - *Supplier SN*
  - *Modification Status*
  - *Main "sub-tiers"*
  - *LH P/N*
  - *Equipment/Part description*
  - *Manufacturing date*
  - *Manufacturing quality stamp*
  - *Identification code of applicable concession/deviation permit.*

- **Chapter 15** - Supplier DDS Approval

  Describe how DDS are submitted to LH for approval at the end of a CDR; how any subsequent changes are submitted to LH for approvals; how the supplier interacts with LH for being aware of Design Data approval.

- **Chapter 16** - Control of Non-Conforming Articles and Safety Occurrences

  Describe how the supplier intends to manage the non-conforming articles and occurrences (hazards/malfunctioning/failures) in accordance with QRS-107 requirements and QRS 01 Appendix 1, including: Quality Notifications, Concessions, Escapes/Quality Alerts. Describe how the Supplier intends to manage and submit any Service Bulletins to LH.

  Describe how the supplier flows-down to Sub-tiers the management of Non-conforming articles and Escapes/Occurrences.

- **Chapter 17** - Delivery Documentation

  How the supplier manages the delivery documentation in accordance QRS-01 requirements.

- **Chapter 18** - Maintenance Manuals

  How the supplier manages instructions for Component Maintenance Manual in accordance with QRS-122 requirements and interactions with LH.

- **Chapter 19** - Continued Airworthiness

  *The supplier shall explain how they are going to manage any design or manufacturing defect in order to ensure to inform **LH** within **48 hours (or 72 hours in case of POA/MOA holders)** for all types of defects. The supplier will undertake the appropriate corrective actions after **LH** indications.*

- **Chapter 20** - Corrective and Preventive Actions

  Description of how corrective actions are managed and applied procedures.

- **Chapter 21** - Quality Audits

  How the Supplier manages the Quality Audits.

  *Remark: the supplier shall monitor **LH** requirements by planning and executing internal and external (Sub-tier) surveillance activity. This surveillance should take in to account risk-based criteria that shall be described in this section.*

- **Chapter 22** - Design Process analysis and improvement

  the supplier shall plan and implement monitoring, measurement, analysis and improvement methods particularly related to the design process.

- **Chapter 23** - Access

How free access is granted to LH representatives and Authorities according to QRS-01.
*Remark: include in the QP this clause: "Leonardo Helicopters has access to Supplier that will permit the access to Leonardo Helicopters representatives, **LH** Customers, Civil and/or Military Authorities accompanied by LH personnel, furthermore, the supplier shall guarantee the access to Subcontractor facilities".*

- **Chapter 24** - Special Processes (the requirements of QRS-104 shall be applied)

  Indicate and describe the Supplier Control System and related Procedures in place for Special Process Qualification and Control.

  Indicate the NDT Responsible Level 3 in Annex A, once notified as per dedicated paragraph about Personnel competence, in QRS-01 main document.

  Include the list of Special Processes performed per National/International Specifications, Supplier Proprietary Specifications, LH Process Specifications, with detail of the LH articles where these Special Processes are applied.

  Specify the Subcontracted Special Processes and sources.

- **Chapter 25** – Control of Counterfeits Articles and obsolescence

  Describe how the Supplier manages counterfeit Articles prevention and obsolescence, according to QRS-01.

- **Chapter 26** – Purchasing process

  Describe how the procurement process is managed; Supplier approval and control; how the LH requirements are flowed-down to Sub-tiers and how the purchased Articles are controlled.

- **Chapter 27** – Production

  Describe how the Supplier manages the production processes and LH involvement, including:

  - *Production documents issuance, change and approval*
  - *Product identification, part marking and traceability*
  - *Tools and instruments management*
  - *Management of Critical parts*
  - *Inspection and Testing*
  - *Production process control*
  - *First Article Inspection and LH involvement*
  - *Storage and packaging*
  - *Digital Manufacturing, where applicable.*
  - *Implementation of FOD prevention program (see QRS-01)*

- **Chapter 28** - Post-Delivery Support

  The supplier shall provide assistance to LH or its customers upon request within contractual clauses with LH, including support and assistance (investigations etc.) for management of any non-conforming articles and occurrences.

- **Chapter 29** - Management Responsibility and Review, Monitoring, Measurement and KPIs

Describe how the supplier Management monitors quality and safety objectives. The Supplier shall define internal KPI focused on customer satisfaction. The Supplier shall analyze KPI and take adequate actions for improvement.

- **Chapter 30** - Management of the Safety

  The Supplier holding a civil authority approval and having procured part numbers in their capability list shall provide references to their own safety procedures and to a policy consistent with LH's.

  The Supplier without a civil authority approval shall describe how personnel are trained to meet safety requirements (e.g. E-learning performed on the LH supplier portal). Furthermore, the Supplier shall act in accordance with the LH Safety Policy and Objectives.

  In both cases, the Supplier shall establish a clear and direct communication link with customer focal point(s) as per Annex A, formalized through technical agreements within the contract, in order to identify and manage any safety issues by reporting system, in accordance with QRS-01.]

- **Annex A** - Focal Point – list of all Supplier and LH focal points

- **Annex B** - Compliance Checklist to the QRS-108 requirements

- **Annex C** - Applicability

  This document describes the Supplier's Capability List and indicates all the P/Ns covered by the QP, in a table form.

  For each P/N, the Supplier shall specify if It is:

  - *PMA, (E)TSO, STC related*
  - *related to SADD number*
  - *released with an EASA Form 1 NEW or EMAR Form 1, or equivalent airworthiness Certificate*
  - *released with an EASA Form 1 Prototype or equivalent Certificate*
  - *released with a Certificate of Conformity.*

  The supplier shall review and update this table at least within the January of each year.

7.2 QP for Subcontractors

- **Chapter 1** - Scope and management of the quality plan
  - *Contractor (Supplier name and address)*
  - *Applicability (list of all the P/Ns covered by the Quality Plan: **LH** P/N, Supplier P/N, Description Sub-tier P/Ns if any)*
    Remark: any Software and Complex Electronic Hardware installed on Articles shall be clearly declared and identified
  - *QP approval and update: describe how the Supplier intends to manage the changes to QP and how to submit to LH approval*

- *The supplier shall review the QP quarterly to verify the accuracy and updating of the data contained in the QP. The supplier must include this requirement into its internal company procedures*

- **Chapter 2** - List of acronyms, definitions, reference documents used in the QP

- **Chapter 3** - Applicable Documents
  - *Contractual Documents (such as Contract, SoW)*
  - ***LH** Documents*
  - *List of Supplier applicable documentation defined in the QP (Quality Manual, internal procedures)*
  - *Specific applicable **LH** Program documents*
  - *Supplier Approvals held (Civil Certifications, Military Qualifications, ISO/EN/AS series etc.)*

- **Chapter 4** - Organizational roles and responsibilities, and personnel competence

  Roles and responsibilities should be summarized into Organizational charts (Manufacturing Engineering Manager, Quality Manager, Quality Control Manager, Manufacturing Manager, Safety Manager/Officer(s) (if applicable)).

  *The Supplier shall also identify the internal procedures for minimum requirements for personnel (education, experience, skills), training and approval, especially for those people involved with manufacturing and inspection activities for **LH** programs.*

- **Chapter 5** - Focal Points
  - *Supplier Contacts (Focal Points)*
  - ***LH** Focal Points.*

- **Chapter 6** - Documents Quality/Safety Requirements
  - *Description of how the documentation is issued, approved, changed and managed.*
  - *Record Keeping defining timing, location and applicability.*

- **Chapter 7** - Configuration Management

  Describe how the supplier manages any discrepancy from the approved design data.

- **Chapter 8** - Components procured from Sub-tiers

  The supplier shall indicate how they are flowing down LH requirements to its suppliers. The supplier shall indicate the list of its suppliers (sub-tiers) providing critical parts.

  <u>Remark</u>: any sub-tier QPs shall be made available to LH upon request.

- **Chapter 9** - Articles identification and traceability

  The Articles will be identified, traced and delivered according to the requirements stated in applicable Drawings, Applicable QRS-series procedures. The supplies shall report on each deliverable unit:

  - *Supplier name*
  - *Supplier PN*
  - *Supplier SN*
  - *Modification Status*
  - *Main "sub-tiers"*
  - *LH P/N*
  - *Equipment/Part description*
  - *Manufacturing date*
  - *Manufacturing quality stamp*
  - *Identification code of applicable concession/deviation permit.*

- **Chapter 10** - Control on Non-Conforming Article and Occurrences

  Describe how the supplier intends to manage the non-conforming articles and occurrences (hazards/malfunctioning/failures) in accordance with QRS-107 requirements, including: Quality Notifications, Concessions, Escapes/Quality safety Alerts. Describe how the Supplier intends to manage and submit any Service Bulletins to LH.

  Describe how the supplier flows-down to Sub-tiers the management of Non-conforming articles and Escapes.

- **Chapter 11** - Delivery Documentation

  How the supplier manages the delivery documentation in accordance QRS-01 requirements.

- **Chapter 12** - Continued Airworthiness

  *The supplier shall explain how they are going to manage any manufacturing defect in order to ensure to inform **LH** within **48 hours** for all types of defects. The supplier will undertake the appropriate corrective actions after **LH** indications.*

- **Chapter 13** - Corrective and Preventive Actions

  Description of how corrective actions are managed and applied procedures.

- **Chapter 14** - Quality Audits

  How the Supplier manages the Quality Audits.

  *Remark: the supplier shall monitor **LH** requirements by planning and executing internal and external (Sub-tier) surveillance activity. This surveillance should take in to account risk-based criteria that shall be described in this section.*

- **Chapter 15** - Production Process analysis and improvement

  the supplier shall plan and implement monitoring, measurement, analysis and improvement methods particularly related to the production process.

- **Chapter 16** – Right of Access

  How access is granted to LH representatives and Authorities according to QRS-01. Remark: include in the QP this clause: "The Supplier shall grant, free of charge, full rights of access to representatives of Leonardo Helicopters, its Customers, and Civil and/or Military Authorities, accompanied by Leonardo Helicopters personnel. This right of access shall include unrestricted access to the Supplier's facilities as well as to those of its subcontractors."

- **Chapter 17** - Special Processes (the requirements of QRS-104 shall be applied)

  Indicate and describe the Supplier Control System and related Procedures in place for Special Process Qualification and Control.

  Indicate the NDT Responsible Level 3 in Annex A, once notified as per dedicated paragraph about Personnel competence in QRS-01 main document.

  Provide and keep updated a list of the applicable NDT inspection techniques for LH parts (in a dedicated Annex), with revision issue and configuration details of P/N and applicable inspection standards/specifications, as requested by the LH contact person.

  Include the list of Special Processes performed per National/International Specifications, LH Process Specifications, with detail of the LH articles where these Special Processes are applied.

  Specify the Subcontracted Special Processes and sources as well as their NADCAP status.

- **Chapter 18** - Control of Counterfeits Articles

  Describe how the Supplier manages counterfeit Articles prevention and procedures in place, according to QRS-01.

- **Chapter 19** - Purchasing process

  Describe how the procurement process is managed; Supplier approval and control; how the LH requirements are flowed-down to Sub-tiers and how the purchased Articles are controlled. How the supplier procures raw materials from LH approved sources. How Special Processes are managed through LH approved sources (DQP).

- **Chapter 20** - Production

  Describe how the Supplier manages the production processes and LH involvement including:

  - *Planning of Product Realization: supplier planning shall comply with requirements defined by LH Manufacturing Engineering.*
  - *Control of documentation: reference to supplier internal procedure to manage documentation received and internal flow down*
  - *Production documents issuance, change and approval*
  - *Production documentation: the supplier shall have a work order that recalls the steps to be followed*

- *Control of Production Equipment, tools and Software Programs: supplier shall indicate how he keeps under control all the equipment in use with related responsibilities*
- *Product identification, part marking and traceability*
- *Tools and instruments management*
- *Management of Critical parts*
- *Inspection and Testing*
- *Production process control*
- *First Article Inspection and LH involvement*
- *Storage and packaging*
- *Digital Manufacturing, where applicable*
- *Critical operations: all the critical operations shall be identified with the letter "C"*
- *Implementation of FOD prevention program (see QRS-01).*

- **Chapter 21** - Post-Delivery Support

  The supplier shall provide assistance to LH or its customers upon request within contractual clauses with LH, including support and assistance (investigations etc.) for management of any non-conforming articles and occurrences.

- **Chapter 22** - Control of Production Process Changes

  Describe how the supplier keeps under control and communicate to LH Production Process Changes.

- **Chapter 23** - Management Responsibility and Review, Monitoring, Measurement and KPIs

  Describe how the supplier Management monitors quality and safety objectives. The Supplier shall define internal KPI focused on customer satisfaction. The Supplier shall analyze KPI and take adequate actions for improvement.

- **Chapter 24** - Management of the Safety

  The Supplier holding a civil authority approval and having procured part numbers in their capability list shall provide references to their own safety procedures and to a policy consistent with LH' s.

  The Supplier without a civil authority approval shall describe how personnel are trained to meet safety requirements (e.g. E-learning performed on the LH supplier portal). Furthermore, the Supplier shall act in accordance with the LH Safety Policy and Objectives.

  In both cases, the Supplier shall establish a clear and direct communication link with customer focal point(s) in Annex A, formalized through technical agreements within the contract, in order to identify and manage any safety issues by reporting system, in accordance with QRS-01.]

- **Annex A** - Focal Point – list of all Supplier and LH focal points

- **Annex B** - Compliance Checklist to the QRS-108 requirements

- **Annex C** - Applicability

7.3 Transfer Plan

The Supplier shall produce a Transfer Plan to describe how the items listed below will be managed, and any other element that may affect quality, safety, integrity, performance and certification of the activities to be relocated:

- Details of the old and new facility including information on transfer of staff, organization, equipment etc.
- Timeline for re-location
- List of LH Part Numbers involved in the transfer and their grade of criticality
- Transfer of design data package (for Manufacturers having design responsibility)
- FAI Planning for each LH Part Number
- Re-qualification of any special/critical process: Requalification, testing and timing Plan
- Quality certifications of the transferred activities to the existing facility – how is this being managed
- For each LH PN involved in the Plan, in order to avoid the risk of delivery disruption, provide Production Planning schedule showing overlap among the old and new facility, and/or identify the realization of a buffer stock, with quantities satisfying LH needs
- Identification of any other risk associated with this transfer and planned mitigation actions.

7.4 QP for DO/PO (or IPO/PO) Arrangement

For the QP supporting a DO/PO arrangement, please contact the **LH** SQA Team for directions about the preparation of the document.

For the QP supporting a IPO/PO arrangement, the template provided into the relevant section on the LH supplier portal *may* be used.

- **Chapter 1** - Scope and management of the quality plan
  - *Contractor (Supplier name and address)*
  - *Applicability (list of all the P/Ns covered by the Quality Plan: **LH** P/N, Supplier P/N, Description, Procurement Spec/SCD, Sub-tier P/Ns if any).*
    Remark: any Software and Complex Electronic Hardware installed on Articles shall be clearly declared and identified
  - *QP approval and update: describe how the Supplier intends to manage the changes to QP and how to submit to LH approval.*
  - *The supplier shall review the QP quarterly to verify the accuracy and updating of the data contained in the QP. The supplier must include this requirement into its internal company procedures*

- **Chapter 2** - List of acronyms, definitions, reference documents used in the QP

- **Chapter 3** - Applicable Documents
  - *Applicable Regulations (EASA Part 21 G, EMAR Part 21 G.)*

- *Contractual documents*
- *Supplier Approvals held (EASA)*

- **Chapter 4** - Focal Points
  - *Supplier Contacts (Focal Points)*
  - ***LH** Focal Points.*

- **Chapter 5** – DO-IPO-PO Arrangement and/or License Agreement as per Applicable Certification
  - *Description of how the documentation is being exchanged between Supplier and **LH** (the Supplier procedures need to be approved by the Supplier's Engineering organization)*
  - *Changes affecting the Arrangement/Agreement*

    Remarks: The Supplier shall inform LH of any changes that may affect the applicability of the IPO-PO Arrangement; the Supplier shall also inform LH when the PO certification is suspended or affected by Authorities level 1 finding.
  - *SADD Preparation: Description of how the Supplier manages SADD and relevant updates in accordance with Part 21 para 21.A.122 and QRS-110*

- **Chapter 6** - Configuration Management
  - *Change Classification and LH involvement: describe how the Supplier intends to manage any discrepancy from the approved design data.*

- **Chapter 7 -** Activities and Documentation for Qualification of Parts
  - *Functional Qualification: N/A*
  - *Manufacturing qualification: the documentation to be issued to provide evidence of manufacturing qualification is FAI, to be performed in accordance with QRS-101*
  - *Critical Parts: Description of how the supplier manages Critical Parts according with LH requirements (see also QRS-101)*
  - *Specific LH Program qualification requirements: description of how the supplier intends to manage the process and supplier procedures.*

  The supplier shall indicate how they are flowing down LH requirements to their suppliers. The supplier shall indicate the list of all of their suppliers (sub-tiers) involved.

- **Chapter 8** - Product identification and traceability

  The Articles will be identified, traced and delivered according to the requirements stated in applicable Drawings, Applicable Technical Specifications, Applicable QRS-series procedures. The supplies shall report on each deliverable unit:
  - *Supplier name or symbol of the Subcontractor*
  - *LHD P/N or program P/N*
  - *Applicable P/N revision number*
  - *S/N or Batch Number if the serialization is not required*
  - *Identification of NDT performed (e.g. Letter "P" for Penetrant Insp., "M" for Magnetic Insp., "X" for Radiography Insp., as applicable)*

- *Equipment/Part description*
- *Manufacturing date*
- *Manufacturing quality stamp*
- *Identification code of applicable concession/deviation permit.*

- **Chapter 9** – Inspection and Testing

  Describe how the Supplier intend to verify the correct sequence and execution of the manufacturing process, including the activity of the Process Inspection personnel.

  - *Special Process: describe how the Supplier mages special processes according to the requirements of QRS-104 and internal procedure. Indicate that outsourced special processes are subcontracted to LH approved Sub-tiers listed in the LH website with DQP in state of validity*

    For critical parts, ensure that applicable master cards (for HT) and work instructions (for NDT) are approved by LH and they are kept updated to the latest issue of the relevant LH specification.

- **Chapter 10** – Control of counterfeit articles

  Describe how the suppliers manages counterfeit articles prevention and procedures in place, in accordance with QRS-01

- **Chapter 11 –** Control on Non-Conforming Articles

  Describe how the supplier intends to manage the non-conforming articles (hazards/malfunctioning/failures) in accordance with QRS-107 requirements, including: Quality Notifications, Concessions, Escapes/Quality Safety Alerts. Describe how the Supplier intends to manage and submit any Service Bulletins to LH.

  Describe how the supplier flows-down to Sub-tiers the management of Non-conforming articles and Escapes.

- **Chapter 12** - Flow-down of LH requirements to sub-tiers

  Describe how the supplier intends to flow-down LH requirements to sub-tiers (raw material, special processes, etc.) approved by LH, in accordance with QRS-130. The Supplier shall report the sub-tiers providing critical parts used for the applicable parts preferably using an Annex.

- **Chapter 13** - Delivery Documentation

  How the supplier manages the delivery documentation in accordance QRS-01 requirements (Certificate of Conformity (CoC), EASA Form 1 for civil aviation equipment issued according to Supplier's POE Manual and the SADD, Approved Deviation Permit or Concession (if any), other documents required on Purchase Order).

- **Chapter 14** - Continued Airworthiness

  *The supplier shall explain how they are going to manage any manufacturing defect in order to ensure to inform **LH** within **48 hours** for all types of defects. The supplier will undertake the appropriate corrective actions after **LH** indications.*

- **Chapter 15** – Right of access

*How access is granted to LH representatives and Authorities. Remark: include in the QP this clause: "Leonardo Helicopters has access to Supplier that will permit the access to Leonardo Helicopters representatives, **LH** Customers, Civil and/or Military Authorities accompanied by LH personnel, furthermore, the supplier shall guarantee the access to Subcontractor facilities".*

- **Chapter 16** - Management of the Safety

  The Supplier holding a civil authority approval and having procured part numbers in their capability list shall provide references to their own safety procedures and to a policy consistent with LH's.

  The Supplier without a civil authority approval shall describe how personnel are trained to meet safety requirements (e.g. E-learning performed on the LH supplier portal). Furthermore, the Supplier shall act in accordance with the LH Safety Policy and Objectives.

  In both cases, the Supplier shall establish a clear and direct communication link with customer focal point(s) in Annex A, formalized through technical agreements within the contract, in order to identify and manage any safety issues by reporting system, in accordance with QRS-01.]

- **Annex A** - Focal Point – list of all Supplier and LH focal points

- **Annex B** - Compliance Checklist to the QRS-108 requirements

- **Annex C** - Applicability