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CERTIFICATE

01 100 1432569

Audit Report as per

TRCERT - ISO 9001:2015

for

**Bases Conversion and Development Au-
thority (BCDA)**

**BCDA Corporate Center, 2/F, Bonifacio Technology Center, 31st
Street corner 2nd Avenue, Bonifacio Global City, Taguig 1634,
Philippines**

| Client | Standard(s) | Certification Number(s) | Audit Type |
|---|---------------|-------------------------|--------------------------------|
| Bases Conversion and Development Authority (BCDA) | ISO 9001:2015 | 01 100 1432569 | First Follow Up – Remote Audit |

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Audit Leader : Zenaida Cruz

Audit Team : Ernesto Demoy, Michelle Pestanas, Arnel Olivar (Trainee), Joel Torcuator Jr (TE)

Client's representative : Patrick Francisco - DQMR

Audit Date : 2021 December 07

1 Audit result

Management system effectiveness was verified on site by means of random sampling by an appropriately selected audit team. This applies in particular to the compliance of workflows with standard requirements and the descriptions in management system documentation. The special features of the organization's business activities, the applicable statutory and regulatory requirements and the requirements set forth in other generally applicable documents were also taken into account. This was done by means of a sampling approach, by conducting interviews and reviewing the appropriate documentation.

Part of the audit was done using Information and Communication Technology (ICT) medium as approved during the Capability Assessment. The method used was effective to achieve the audit objectives.

Audit findings and recommendations regarding opportunities for improvement have been set forth in Sections 4 of this report.

| <input type="checkbox"/> | The last audit revealed nonconformities which have been demonstrably corrected. The corrections and corrective actions taken in this respect have been verified. | | | | | | |
|-------------------------------------|--|----------------------------|----------------------------|----------------------------|----------|------|------|
| <input type="checkbox"/> | A stage 1 audit was performed and the organization found ready for certification. Identified weaknesses, if any, have been eliminated and the respective corrective action verified. | | | | | | |
| <input checked="" type="checkbox"/> | The current audit revealed the following nonconformities: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Standard(s):</th> <th style="width: 35%;">No. of major nonconformity</th> <th style="width: 35%;">No. of minor nonconformity</th> </tr> </thead> <tbody> <tr> <td>ISO 9001</td> <td style="text-align: center;">Zero</td> <td style="text-align: center;">Zero</td> </tr> </tbody> </table> | Standard(s): | No. of major nonconformity | No. of minor nonconformity | ISO 9001 | Zero | Zero |
| Standard(s): | No. of major nonconformity | No. of minor nonconformity | | | | | |
| ISO 9001 | Zero | Zero | | | | | |
| <input type="checkbox"/> | The major nonconformities (No. x) with individual standard elements require a re-audit to verify the effectiveness of the corrections and corrective actions (probable date:.ddmmyyyy) | | | | | | |
| <input checked="" type="checkbox"/> | The organization has established and maintains an effective system to ensure compliance with its policy and objectives. The audit team confirms in line with the audit targets that the organization's management system complies with, adequately maintains and implements the requirements of the stand- | | | | | | |

The auditor therefore recommends: (provided nonconformity response has been approved):

| | |
|-------------------------------------|---|
| <input type="checkbox"/> | Award of the new certificates. |
| <input checked="" type="checkbox"/> | Maintenance of the existing certification. |
| <input type="checkbox"/> | Inclusion of the changes (see Section 3) in the scope of application of existing certifications |
| <input type="checkbox"/> | Maintenance or issue of the certificates only after successful completion of a re-audit. |

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2 Scope

2.1 Description of the organization

The Bases Conversion and Development Authority (BCDA) is a government instrumentality vested with corporate powers under Republic Act (RA) No. 7227 (Bases Conversion and Development Act of 1992), signed into law by former President Corazon C. Aquino last March 13, 1992. The BCDA Charter was as amended by R.A. No. 7917 in 1995, and further amended by R.A. No. 9400 in 2007.

Mandated to transform former US military bases into alternative productive civilian use, BCDA has remained committed to deliver on its mandate of contributing to the modernization of the Armed Forces of the Philippines, to impact regional synergy and socio-development, and to generate economic opportunities for all arising from gains in its special economic zones.

BCDA engages in public-private partnerships to push forward vital public infrastructure such as tollways, airports, seaports, and also major real estate developments. It is one of the key agencies driving “Build Build Build,” the national government’s most ambitious infrastructure plan in Philippine history. This infrastructure plan hopes to provide bold solutions that will reduce congestion, create jobs and alleviate costs in the Philippines.

Through the years, BCDA has proven to be one of the most successful government agencies in attracting investments, creating jobs for the Filipino people and boosting the Philippine economy. It has successfully developed economic centers with the private sector giving rise to booming economic districts—Bonifacio Global City in Fort Bonifacio, Newport City in Villamor Air Base and also vital infrastructure such as the 93.77-kilometer Subic-Clark-Tarlac Expressway.

BCDA is positioning Clark as the next investment center in Asia through high-impact projects such as the New Clark City—a new metropolis that is smart, green, resilient and truly inclusive and the expansion of the Clark International Airport. Among its other big-ticket projects are the Subic-Clark Cargo Railway and the BGC-NAIA Bus Rapid Transit.
(Note: Distilled from the Corporate Profile of the BCDA corporate website at <http://www.bcda.gov.ph>)

2.2 Scope of certification

| | |
|--|--|
| Scope of certification: (per standard): | Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the Bases Conversion and Development Authority (BCDA) |
| ISO 9001 standard requirements which are not applicable: | None |
| Reasons for non-applicability: | N/A |

Full audit was done by using ICT (Information and Communication Technology). The used method was effective to achieve the audit objectives.

The organization operates on a regular shift schedule.
Office - 8:00am to 5:00pm Monday to Friday, Project Site – 8:00am to 5:00pm Monday to Saturday)

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The following site and its scopes are included in the scope of certification:

| Site No. (CN ext.) | Sites included in cert. Name/address of site | No. of emp. | Scope and processes | Standard(s) | Audited |
|--------------------|--|--|--|---------------|-------------------------------------|
| 01 | <p>Central office: Bases Conversion and Development Authority (BCDA) BCDA Corporate Center, 2/F, Bonifacio Technology Center, 31st Street corner 2nd Avenue, Bonifacio Global City, Taguig 1634, Philippines</p> <p>Project Site: New Clark City, Capas, Tarlac - Construction of Airport to New Clark City Access Road Phase 1</p> | <p>374 (effective manpower)</p> <p>(154 regular / 220 contract of service)</p> | Provision of Conversion and Development Services, Real Estate Management and Engineering for Land and Assets under the Jurisdiction and Control of the Bases Conversion and Development Authority (BCDA) | ISO 9001:2015 | <input checked="" type="checkbox"/> |

3 Changes in the management system / Contract review

The following changes have been implemented in the management system and the management system documentation since the last audit. Major changes are:

- New OIC Atty Aristotle B. Batuhan - effective October 15, 2021

The implementation of these changes in the existing management system and the management system documentation was verified within the framework of the audit.

The description of the scope in the certificate still appropriately reflects the scope of the management system.

The audit plan was not changed during the audit.

4 Audit findings

The audit findings related to the audited standards are listed in the Annexes to this report (see. Annex ISO 9001:2015).

All information gained during the audit will be treated with strict confidentiality by the audit team and the certification body. In view of the sampling approach applied to the audit, weaknesses and nonconformities may still exist which have not been identified during the audit.

| No. | Unit/Department Site | Positive findings |
|-----|----------------------|---|
| 1 | Top Management | 100% BCDA employees are fully vaccinated. This vaccination activity were expanded even to the employee households and is commendable. |

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|---|------------------------------|---|
| 2 | Customer Satisfaction | Achieved 98% customer Satisfaction Survey against target of 95%. |
| 3 | Human Resource | The implementation of BCDA Edge (Enhance Digital Gateway for Employee) for easy registration and ease of access to training is noteworthy - launched Aug 2021 |
| 4 | Awards and Recognition | <p>The following awards /recognitions received are commendable ::</p> <ul style="list-style-type: none"> • Quill Award of Merit -BCDA 2018 annual Report (Clark: It Works. Like a Dream) - March 25, 2021 by International Association of Business Communicators Philippines(IABC)/Philippine Quill Awards • Quill Award of Merit - Collective : We Heal as One BCDS' External Newsletter -March 25, 2021 by International Association of Business Communicators Philippines(IABC)/18th Philippine Quill Awards • Quill Award of Merit - Countdown to the 30th South East Asian Games : -March 25, 2021 by by International Association of Business Communicators Philippines(IABC)/18th Philippine Quill Awards • Prix Versailles 2021 finalist - July 16, 2021 by Prix Versailles 2021 World Architecture and Design Award • People Asia's "Men who Matter" 2021 Special Awardee -PCEO Vince B. Dizon -July 31, 2021 by Stargate People Asia Magazine • World Architecture Forum(WAF) nominee, Engineering Prize -Oct. 15, 2021 by World Architecture Forum <p>World Architecture Forum(WAF) nominee, "Highly Commended" recognition for the New Clark City Athletics Stadium Design (Budji+RoyalArchitecture+Design) - Nov. 23, 2021 by World Architecture Forum</p> |
| 5 | Project Site Audit (virtual) | The construction of new Clark City connecting road package 1 that has monitoring of +1.22 positive variance to ensure that the project will be completed on time is noteworthy. |

The following recommendations and opportunities for improvement provided by the audit team are intended to contribute to the continuous improvement of the management system.

| No. | Unit/Department Site | Recommendations and opportunities for improvement |
|-----|-----------------------------------|---|
| 1. | Internal audit | Apart from non-conformities, may also analyze identified opportunity for improvement and provide trends in order to make decisions and take actions as appropriate. |
| 2. | Control of Documented Information | Review for update of BCDA Records Disposition Schedule is on-going, and is expected to be completed by Apr. 2022, progress will be checked next visit. |
| 3 | Human Resource | Need to review risk register for appropriate assessment and ensure alignment with Risk Rating Matrix and Magnitude for appropriate Action. |
| 4. | Land & Asset Development | May enhance Plans and Program and Monitoring Sheet by including running status and latest update. |

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|---|----------------------|---|
| 5 | Risk Management | There is a risk assessment done per department level on quarterly mode. May need to include the high/significant risk arising from this quarterly review to the corporate risk for proper mitigating actions and monitoring as well. |
| 6 | Procurement Services | <p>There is an ongoing updating of ERP System thru external provider Acumatica. May need validation of the correctness of delivery date and delivery terms reflected in the auto generated purchase order. (i.e. PO 002136 dated 11/9/2021 COD)</p> <p>May consider identifying associated risk and mitigating controls in relevance to availability of supply/delivery of supplier against the availability of check/payment.</p> <p>Need to review the supplier-rating sheet being used in the conduct of evaluating the performance of the supplier. Rating matrix and the actual rating per each criteria must be clearly stipulated.</p> <p>Ensure having a result-based discussion of the supplier's evaluation with the Man-Com/Management. Current practice, the one that is being discussed are the evaluation/feedbacks from suppliers in terms of BCDA dealing with a certain transaction.</p> |
| 7 | Property Management | May need improving the conduct of monitoring to clearly demonstrate the achievement of target of 3 days TAT for issuance of received and accepted items/goods. |

5 Dates

Due Date for the next audit

2022-06-27 (-3months/+0 days)

Agreed date for the next audit

2022-03

2021 December 07


 Zenaida Cruz

Date

Audit Leader / Auditor(s)

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Annex ISO 9001:2015

| Item | Audit result |
|-----------------------------|--|
| Context of the organization | <p>The organization has determined internal and external issues related to the following subject areas (Note: subject areas can be legal requirements, co-operations, competition, community etc.)</p> <ul style="list-style-type: none"> • Threats <ul style="list-style-type: none"> ○ Legal and Policy Environment ○ Political and national policy stability ○ Resources • Weakness / Opportunities / Strengths <ul style="list-style-type: none"> ○ Management ○ Organization ○ Resources ○ Partnership <p>The organization has identified interested parties and the requirements of these parties. Examples for such parties are:</p> <ul style="list-style-type: none"> • Internal <ul style="list-style-type: none"> ○ Employees ○ Management ○ Board of Directors ○ Other Departments ○ Subsidiaries • External <ul style="list-style-type: none"> ○ Suppliers ○ Regulators ○ Legislators ○ Armed Forces of the Philippines ○ Community (Project affected people) ○ Media ○ Beneficiary agencies |
| Policy / objectives | <p>Top Management has declared its quality policy binding and implemented. The quality policy is appropriate and provides a framework for the respective quality objectives. It commits all employees to pursue continuous quality system improvement. The quality objectives are measurable and are controlled, communicated and updated regularly.</p> <p>Key quality objectives include:</p> <p><u>BCDA Performance Scorecard 2021</u></p> <ul style="list-style-type: none"> • Social Impact <ul style="list-style-type: none"> ○ SO1. Improve the facilities for the Military ○ SM1 Annual Target - ○ Completion of the Detailed Architectural and Engineering Design for PN Facilities ○ Issuance of Notice to Proceed for the construction of ASCOM facilities ○ SO2 Create communities where families can work, live and play together |

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| | <ul style="list-style-type: none"> ○ SM2 Annual Target ○ Two (2) Signed Development Contracts ○ SO3 Provide consistent contribution to the AFP and National Government ○ SM3 Annual Target -100% Remittance of Required Mandatory Contribution to the National Government ● Financial <ul style="list-style-type: none"> ○ SO4. Ensure sustainability of BCDA by building recurring revenue sources and effectively managing costs ○ SM4 Annual Target ○ Php 6.10 billion Cash Proceeds from Business Contracts ○ SM5 Budget Utilization Efficiency - 90% ● Stakeholder <ul style="list-style-type: none"> ○ SM6 Annual Target - 50% completion of the construction of the Airport to NCC Access Road Phase 2 ○ SO6 Cultivate strong and fair partnerships with customers and stakeholders ○ SM7 Annual Target -95% of Respondents rated at least Satisfactory ● Internal Business Process <ul style="list-style-type: none"> ○ SO7. Design, develop, and ensure full execution of master plans of communities ○ SM8 Annual Target - Completion of Detailed District Master Plan of 200-ha property in New Clark City (NGAC) ○ SO8 Establish and maintain robust internal control and governance systems ○ SM9 Annual Target - 100% implementation of project deliverables based on the ISSP for 2020-2025 ○ SM10 Annual Target - Maintenance of ISO 9001: 2015 Certification ● Learning and Growth <ul style="list-style-type: none"> ○ SO9. Build and maintain a highly competent, creative and committed workforce ○ SM11 Annual Target - Improvement in the Competency Baseline of the Organization |
| Process control including outsourced processes | <p>The processes available in the organization have been identified and documented. Process workflows and interactions have been described and appropriately controlled. The processes are evaluated at regular intervals by means of key performance indicators.</p> <p>Key processes within the scope of product realization include:</p> <ul style="list-style-type: none"> ● Business Development ● Land & Assets Development <ul style="list-style-type: none"> ○ Surveying and Titling ○ Master Planning ○ Appraisal ○ Inventory of Properties ● Project Management ● Real Estate Management <p>The following processes have been outsourced:</p> <ul style="list-style-type: none"> ● Consultancy Services – Master Planning, Appraisal, Surveys, Special Studies, Financial, IT Construction Design, Project Management |

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| | <ul style="list-style-type: none"> • Construction and Infrastructure Works • Engineering Services • General Support and other Allied Services (e.g. Janitorial & Security Services – for the Head Office & Controlled Properties) <p>These processes are appropriately reviewed and controlled.</p> |
| Risk-based thinking | <p>The requirements for risk-based thinking are being realized in the organization as follows:</p> <p>Risk-based thinking has been applied for the following processes:</p> <ul style="list-style-type: none"> • Business Development • Subsidiaries, Affiliates and Projects Monitoring Dept • Land and Assets Development Process • Information and Communication Technology <p>Examples of risks and opportunities of processes identified are:</p> <ul style="list-style-type: none"> • Inaccurate Processing of Purchase Request • Non-compliant with Purchase Order (PO) delivered by the supplier • Delay in the payment/Unable to pay suppliers on time. • Difficulty in assessing customer satisfaction. • Delay in report generation for compliance • Failure to monitor movable properties due to limitations of existing asset accountability system <p>Opportunities</p> <ul style="list-style-type: none"> • Digitalize the scouting system that could cater the SAPMD processes • Establish an on-line system of monitoring for assets and link to Acumatica System <p>Examples of measures taken to react on identified risks are:</p> <ul style="list-style-type: none"> • Review the specifications and coordinate with the concerned department/s for the clear requirements for the good/s to be procured. • Recommend to the end user to do market study/research for the goods to be procured • Close monitoring of documents to concerned department related to processing of payment./Agree terms of payment at the start of all suppliers contracts and commit to prompt payment practice as part of fostering a good relationship with suppliers • Constant Reminder to BAC Secretariat and PPMD to comply with feedback forms./ Designate a dedicate personnel to coordinate with supplier/ Reissuance of existing policy for BACs to adhere to./Coordinate with ICTD to develop a system that would send notices to BACs on requirements that need to be complied with. • Establish an online system of generation of procurement reports and link that with the Acumatica System. • Establish an online system of monitoring of assets and link that with the Acumatica System. |

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| | <p>Examples of risks and opportunities concerning the context of the organization are:</p> <ul style="list-style-type: none"> • Non-disposition of properties/ Non-implementation of projects due to change in National Government (NG) thrust • Legal and Policy Environment. Vague provisions in the previous contracts prevents BCDA / BCDA Subsidiaries to maximize revenues. (R) • Political and national policy stability. Volatility of Peso leading to increasing interest rates for lending. (R) • Organization. Compliance with COA Rules and regulations to avoid disallowances (O) • Partnership. Build better relationship with and increase trust and confidence of the AFP (O) <p>Concerning risk based thinking the following tools are used:</p> <ul style="list-style-type: none"> • BCDA Risk Management System • Manual of Procedures on Risk Management • SWOT Analysis • Risk Registry |
| Customer-related and other requirements | <p>The organization analyses and evaluates customer requirements and/or enquiries and any documented, assumed, statutory and regulatory requirements within the scope of a production and feasibility study performed in a team.</p> <p>The person who prepared the offer reviews the contract to ensure its compliance with the offer and documents this compliance in an order confirmation. The same procedure applies to amendments.</p> <p>The following process requirements significantly affect product or service quality:</p> <ul style="list-style-type: none"> • Competence of engaged surveying agency • Accuracy of surveys / alignment with Philippine Land Registration Authority (LRA) records • Completeness of legal documentation required for titling and registration (e.g. Memorandum of Agreement, Tax Declaration, Tax Clearance, Approved Technical Description) • Approved Master Plan • Project Plans and Monitoring (e.g. S-Curve, GANTT chart) • Approved endorsements from the AFP • Letter of Intent / Letter of Interest / Valid contracts / Notice-of-Award (NOA) / Notice-to-Proceed (NTP) • Property Appraisal Reports <p>Key regulatory, statutory and customer-related requirements include:</p> <ul style="list-style-type: none"> • BCDA Charter of 1992 (R.A. 7227) / IRR of BCDA (E.O. 62, S.1993) / Amendment of R.A. 7227 (R.A. No. 7917) / Amendment of R.A. 7227 (R.A. 9400) • Revised AFP Modernization Program (R.A. No. 10349) • GOCC Governance Act of 2011 (R.A. No. 10149) • Government Procurement Act (R.A. No. 9184) • Anti-Red Tape Act of 2007 (R.A. 9485) |

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| | <ul style="list-style-type: none"> National Archives of the Philippines Act of 2007 (R.A. 9470) Civil Service Commission (CSC) Rules and Regulations National Building Code of the Philippines National Structural Code of the Philippines Fire Code of the Philippines DPWH Standard Specifications DOLE / BWC / OSHC |
| Customer satisfaction and complaints | <p>The organization maintains documented and effective procedures governing the handling of information, data analyses, improvement actions and responses to customer feedback.</p> <p>With reference to 2020 BCDA Stakeholder Satisfaction Study –July 30, 2020, the Governance Commission for GOCCs (Government Owned and Controlled Corporations) has tasked all the GOCCs to conduct a third-party customer or stakeholder satisfaction survey, including Bases Conversion and Development Authority. The following stakeholders of BCDA were interviewed via phone, skype or Zoom. No face to face interviews were conducted: Joint Venture Partners, Lessees, Property Buyers, Business Partners, Regulators, Military Contacts and Suppliers. The survey was conducted by Market Relevance Corp. (3rd Party survey organization). The total number of stakeholders interviewed for the 2020 Study is 228.</p> <p>Overall Satisfaction Mean Scores: 4.7 (98%)</p> <ul style="list-style-type: none"> Business Partners: 4.6 (Very Satisfied) Military: 4.8 (Very Satisfied) Suppliers: 4.8 (Very Satisfied) Regulators: 4.6 (Very Satisfied) <p>There were no customer complaints received through the different official medium made available by BCDA.</p> |
| Internal audit and management review | <p>Internal Audit.</p> <p>The organization measures the implementation, maintenance and effectiveness of the management system by means of annually scheduled system audits. The organization reliably carries out these audits on Oct. 11 - Nov. 19, 2021.</p> <p>Records of the 2021 Internal Audit were as follows:</p> <ul style="list-style-type: none"> 11 processes audited 25 auditors qualified to perform internal audits Zero (0) Nonconformity Sixteen (16) Opportunities for Improvement <p>Management Review.</p> <p>Top management reviews the organization's management system at regular intervals and in line with the requirements to ensure its continuous suitability, adequacy and effectiveness. The management review was carried out in accordance with the requirements and was effective</p> |

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| | Date of last management review: 2,9,16 & 23 -September -2021 |
| Use of certificate and logo | The logo and the certificate are used in compliance with the requirements. This has been checked by sampling. The sampling included business cards, company brochures or websites or others. |

| | | | | | | | | | | | | |
|----------------------|-----|-----|-----|------|------|------|-----|-----|-----|-----|-----|-----|
| Chapter of standard | 4.1 | 4.2 | 4.3 | 4.4 | 5.1 | 5.2 | 5.3 | 6.1 | 6.2 | 6.3 | | |
| Rating * | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | |
| No. of nonconformity | - | - | - | - | - | - | - | - | - | - | | |
| Chapter of standard | 7.1 | 7.2 | 7.3 | 7.4 | 7.5 | 8.1 | 8.2 | 8.3 | 8.4 | 8.5 | 8.6 | 8.7 |
| Rating * | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| No. of nonconformity | - | - | - | - | - | - | - | - | - | - | - | - |
| Chapter of standard | 9.1 | 9.2 | 9.3 | 10.1 | 10.2 | 10.3 | | | | | | |
| Rating * | 1 | 1 | 1 | 1 | 1 | 1 | | | | | | |
| No. of nonconformity | - | - | - | - | - | - | | | | | | |

- * **Rating:**
- 1 = conforming
 - 2 = not audited in this audit
 - 3 = nonconformity (see nonconformity report)
 - 4 = not applicable