Global Management System Manual

Contents

1.0 Certification statement 1
2.0 Vision 2
3.0 Policy Statement 2
4.0 Core Values 2
5.0 Customer Focus 2
6.0 Leadership Statement 3
7.0 8 Elements of QMS 3
8.0 Level 1, 2, and 3 descriptions 5

Certification statement

This manual meets the requirements in:

- ISO9001
- AS9100
- AS9120
- ISO45001
- ISO13485
- ISO14001

This manual outlines the core organizational strategies and expectations to ensure that every process, product and customer support activity strives for “best-in-class” levels of process performance, quality and customer satisfaction.

Site activities for specific locations are included in an infrastructure Matrix which is viewable while at an Avnet location or logged into an Avnet system. In addition, any specific exclusions or non-applicable requirements based on any relevant standards will be addressed in site specific documentation.

Vision

At Avnet, our vision is to be the preferred distributor partner at the center of the world's technology design and supply chains by delivering the best experience for both customers and suppliers, every time.

Policy Statement

Each Avnet employee strives to provide products, services and solutions that fully meet or exceed the established requirements of our internal and external customers and is committed to continual improvement.

We achieve this through the process of defining and understanding our customer and key stakeholder requirements and leadership commitment to maintaining the effectiveness of the management system. Measurable objectives are established and reviewed at various points within the organization. Avnet is committed to practicing environmentally responsible business processes in the spirit of continual improvement.

Core Values

- Integrity
- Customer Focus
- Ownership
- Teamwork
- Inclusiveness

Customer Focus

As a leading solutions provider, Avnet provides customer-centric business strategies and processes designed to satisfy our customer through the application of our policies, direct customer engagement, core values and elements of our management system.

Leadership Statement

It is the responsibility of the Avnet leadership to embrace and continually strive for operational excellence throughout the entire organization as outlined in this manual.

As stakeholders in our company's future success, we are to all be consistent in our approach and deployment of our system strategy and structure to ensure it not only meets the needs and expectations of present customers and business demands, but is to also be the primary foundation to support company growth to attract new customers.

The culture we create and nurture to ensure success in our quality and business objectives depends heavily on our ability to effectively communicate our mission, goals and objectives to all employees. Each process owner is to have an understanding of the company's vision, its objectives and how their process contributes to the overall well-being of the organization.

8 Elements of QMS

- **Quality Management System** - The quality management system pursues quality, efficiency and effectiveness in all activities and processes.
- **Management Responsibility** – Includes:
    - Management Commitment
    - Customer Focus
    - Quality Policy
    - Strategic Planning
    - Quality Objectives
    - Responsibility, Authority and Communication
    - Management Representative
    - Internal Communication
    - Management Reviews
    - Customer Satisfaction
- **Resource Management** - The purpose of the Resource Management process is to ensure that there are adequate resources to implement and continually improve the quality management system and to ensure customer and regulatory requirements can be met.
    - Training, Awareness and Competency
    - Infrastructure
    - Work environment
- **Solutions Realization** – Process Interaction (see Appendix 1)
    - Solutions realization processes and process interactions of the system are represented in Appendix 1 attached to this manual. The elements of solutions realization listed below are either addressed directly or are embedded within the applicable processes described in lower-level documentation that capture the specific solutions provided.

Solutions Realization Elements:

- Planning of Solutions Realization
- Customer-Related Processes
- Design and Development
- Purchasing
- Production and Service Provision - including applicable traceability requirements
- Control of Monitoring and Measuring Equipment

- **Measurement Analysis and Improvement** - The purpose of the measurement, analysis and improvement system is to ensure there is a defined planning process to measure the efficiency, effectiveness and conformity of the quality management system concerning product and process quality.
- **Risk Management** –
  - Avnet Risk Management
  - Supplier Risk Management
  - Counterfeit Mitigation
- **Environmental, Health, and Safety Management Objective Programs** – The purpose of the Environmental, Health, and Safety Management process is to ensure that there are adequate resources to implement and continually improve the Environmental, Health, and Safety Management system and to ensure Avnet and regulatory requirements can be met.
  - Participation and Consultation of Workers
  - Hazard identification, assessment and elimination
  - Aspect impact study
  - Legal and other requirements / evaluation of compliance
  - Environmental, Health, and Safety Programs
  - Operations Control
  - Emergency preparedness and response
  - Incident Investigations
  - Monitoring and measurement
- **Communication** - Effective arrangements for communicating necessary information and data to customers, suppliers, and external interested parties in a way they find satisfactory are determined and implemented. Avnet provides internal communication aspects regarding health and safety hazards and objectives among the various levels and functions of the organization.

Level 1, 2, and 3 descriptions *(depicted graphically on following page)*

Operational Documentation Planning and Structure

The documentation strategy is based on a standard three-tier structure and is deployed into elements representing policy, operating procedures, and process instructions. These elements are identified as Level 1, Level 2, and Level 3 and are described below.

Level 1 Policy

The level 1 policy manual identifies that Avnet has a system that meets the intent of the standard and expectations set by Avnet leadership. The objective of this high-level document is to identify that there is an approved quality management system which establishes a standardized approach to control, monitor, and improve the identified processes. To enable the quality management system to improve and evolve without mandating a change to the level 1 policy manual, the policy manual is designed to be static and not to be encompassing in its description of the key process elements. Lower-level documentation identifies process overviews and specific process elements.

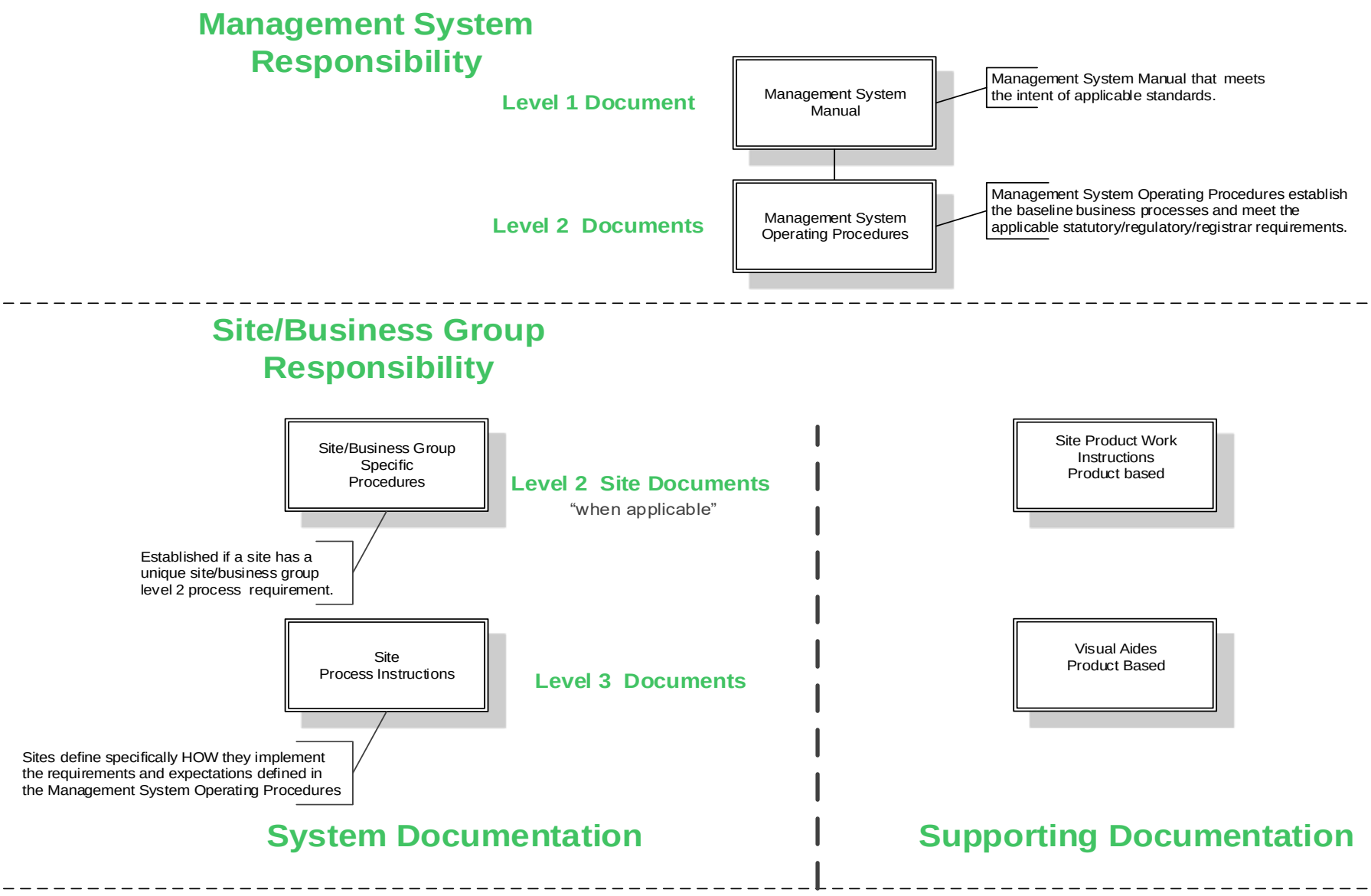
Level 2 Operating Procedures (see Appendix 2)

The level 2 operating procedures are intended to describe the global view of the organization and/or major process, identify all elements of the organization/process as a baseline, meet the intent of applicable requirements, and support repeatability, standardization and effectiveness concerning overall business excellence.

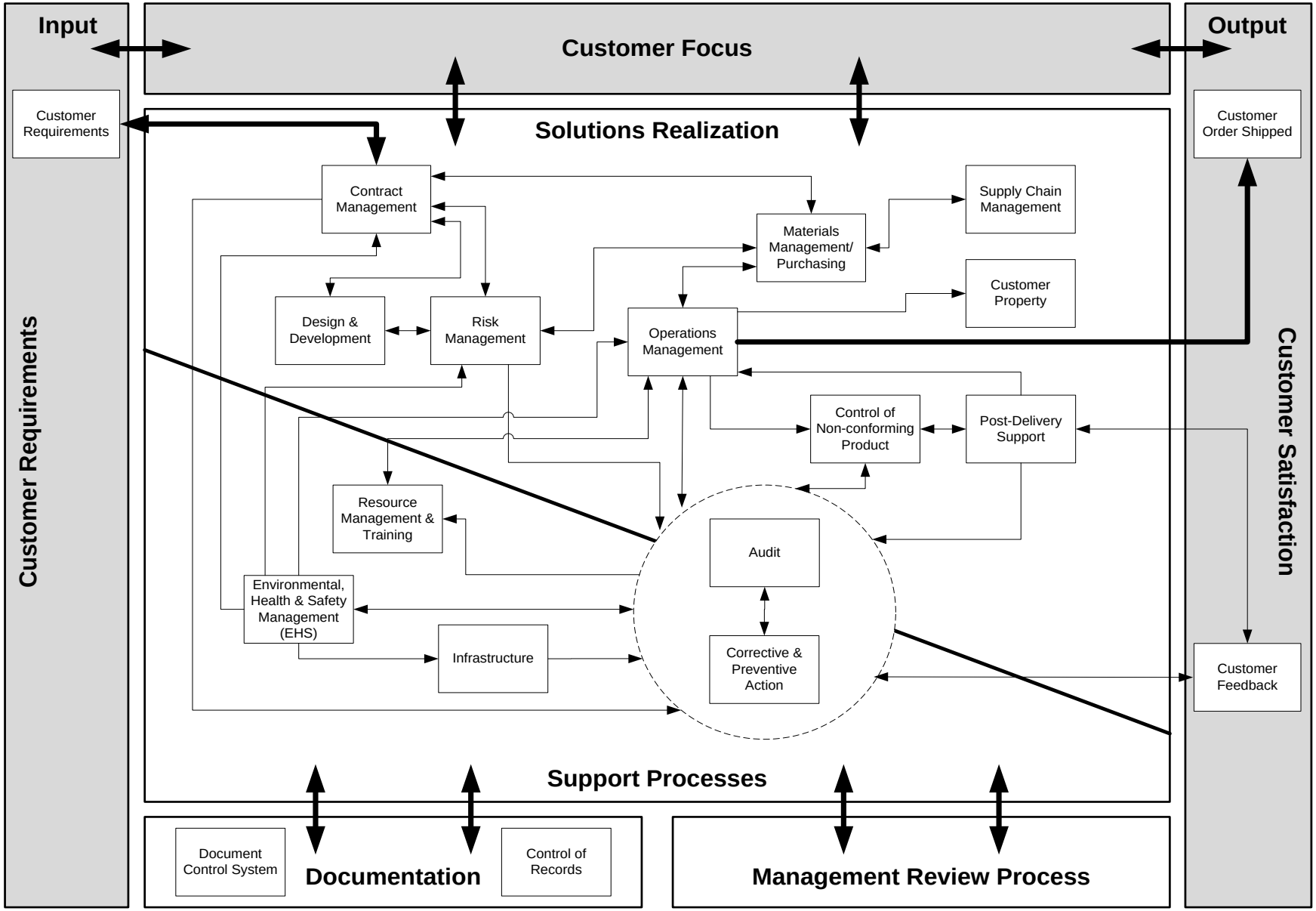
The level 2 operating procedures are designed to be high-level overview documents that identify the process elements. They are also designed to be static to an extent; however, as the organization streamlines and improves, they may evolve to identify the organizational changes.

Level 3 Process Instructions

The level 3 process instructions are designed to identify specific process direction to accomplish tasks that are unique to the process area. Level 3 process instructions not only establish criteria to drive standardization and repeatability but also act as primary training criteria for new and existing employees, process certification, verification and validation activities. The level 3 process instructions are designed to be living and dynamic documents that reflect process changes as a result of continual improvement, preventive action, or corrective action.


Management System Responsibility
Level 1 Document
Management System Manual
Management System Manual that meets the intent of applicable standards.
Level 2 Documents
Management System Operating Procedures
Management System Operating Procedures establish the baseline business processes and meet the applicable statutory/regulatory/registrar requirements.
Site/Business Group Responsibility
Site/Business Group Specific Procedures
Level 2 Site Documents
"when applicable"
Established if a site has a unique site/business group level 2 process requirement.
Site Process Instructions
Level 3 Documents
Sites define specifically HOW they implement the requirements and expectations defined in the Management System Operating Procedures
Site Product Work Instructions Product based
Visual Aides Product Based
System Documentation
Supporting Documentation

Solutions Realization – Process Interaction Diagram – Appendix 1



Appendix 2

Documentation Matrix *Key: shading signifies relationship to a QMS element*

	8 Global QMS Elements							
Level 2 Process	**Quality Management System**	**Management Responsibility**	**Resource Management**	**Solutions Realization**	**Measurement Analysis and Improvement**	**Risk Management**	**EHS**	**Communication**
Customer Focus	■	■			■			■
Management Review		■						■
Environmental, Health & Safety Management			■				■	■
Risk Management				■		■		■
Audit					■		■	■
Corrective & Preventive Action					■			■
Materials Management / Purchasing				■				■
Supply Chain Management				■	■	■		■
Operations Management				■				■
Resource Management & Training			■				■	■
Infrastructure			■			■	■	■
Document Control System	■							■
Control of Records	■							■
Contract Management				■		■	■	■
Customer Property			■	■				■
Control of Nonconforming Product					■			■
Design and Development				■		■		■
Post-Delivery Support System					■			■
Context of the Organization	■	■	■					