Quality policy

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1. Policy statement of intent

Our vision is to exceed our customer's requirements by continually improving the quality of our processes, projects and services through the energy and commitment of our people and supply chain.

To implement this vision and to achieve our quality objectives, we have developed processes and procedures that are contained within our management systems.

In the UK and other countries in Europe and Asia where ISG operates, these have been certified as meeting the requirements of ISO 9001. Compliance with this standard is mandatory for all ISG employees and ISG business partners operating in these countries.

We are committed to the continual improvement of quality across all areas of ISG's operations, and to remain at the forefront of implementing best practice initiatives within our business and management systems.

We fully understand all applicable requirements of our customers and interested parties and are committed to satisfying their needs through our commitment to the:

- **Quality of design,** that meets Statutory, Legislative, Contracted requirements of our Customers.

- **Quality of products and materials used** that meets Statutory, Legislative and Contracted requirements. They will be procured from Suppliers and Installers that are suitably competent, trained and demonstrate the right behaviours on our sites.

- **Quality of finish and completeness,** that meets in full the Contracted specifications/requirements and any other applicable legislation.

- **Quality of handover,** that allows our Customers to thrive in the spaces we provide.

- **Quality of staff,** the competency of our own staff and appointed Consultants/Subcontractors.

- **Quality of our management systems,** these must be effective to support consistent delivery against Statutory, Legislative and Contracted requirements.

2. Introduction

2.1. ISG is striving to create a positive and inclusive working environment and culture, providing the conditions for individuals and teams to thrive and achieve the highest standard of performance and service, where contributions are fully recognised and valued by all.

For an international organisation the size and complexity of ISG, it is imperative that an effective and unambiguous operational framework is in place to ensure that "Quality" is tackled in a planned and co-ordinated manner. This Quality Policy details the framework for the organisation and management of Quality within ISG.

2.2. This policy has been written to confirm ISG's approach regarding Quality and Operational Excellence, and the responsibilities of different individuals within the organisation to ensure adherence to it. A focus within the policy has been placed on UK regulations, standards and the specific requirements of Contracts signed, which is where the majority of the group's business is located. However, ISG operates in many countries around the world; we understand that for other jurisdictions in which ISG carry on business, different or additional requirements may also exist, on a country-by-country basis. In such instances, additional local policies and procedures may be required to supplement this over-arching Group policy for Quality.

2.3. Where local variations are necessary, the Managing Director of each non-UK business shall be responsible for ensuring that such arrangements are accurately recorded via a separate policy (or an addendum to this policy), in conjunction with their own Quality Departmental Leads. The Head of Quality will carry out a review of such local policies as is appropriate, to satisfy the ISG Statutory Board that they are of a similar standard to the UK approach/template.

2.4. All staff in ISG have a duty to perform to the best of their ability and to undertake their job/role to the highest standard. It needs to be recognised that all our staff have both external and internal Customers.

2.5. In order to do this, ISG, its managers and staff, must know their accountabilities and responsibilities for the management of Quality, how this relates to the Contract/Project in question and all relevant Statutory and Legislative requirements.

2.6. ISG staff have an obligation to comply with ISG processes and procedures as contained on our business Management System that in turn allows ISG to fulfil its contracted, specified and legal obligations. Members of staff who fail to fulfil or discharge their responsibilities satisfactorily, may be subject to disciplinary action.

2.7. This policy applies to all people who perform services for or on behalf of ISG (including all full and part-time employees, all Directors, all agency staff/contractors and all persons employed by all Group companies). It similarly applies to all Designers/Consultants, Subcontractors and Suppliers (and those that they in turn have subcontracted to) to ISG.

3. Purpose of this policy

3.1. This policy details the arrangements for the management, application, approach and setting of objectives for quality, to meet the Contracted requirements of every Project we undertake, in terms of specification/finish and meeting our Customer's expectations.

3.2. The Policy has considered the "roles and responsibilities" of the ISG Statutory Board, Chief Operating Officers Operational Boards, Managing Directors, all Directors, ISG Head of Quality, ISG Quality Managers, ISG Project Managers/Directors, ISG Commercial Managers, ISG Design Managers, ISG Technical Services/Building Services Managers, ISG Planners, ISG Construction site Managers, ISG Document Controllers, ISG Bid and all staff, plus ISG Subcontractors and designers/consultants.

3.3. This policy must be read and implemented in conjunction with other ISG policies, procedures and indeed the Contract. The latter provides specific and much more detailed fact, guidance and standards to be achieved for Quality.

3.4. As part of their commitment to continual improvement of Quality and the management systems, ISG will undertake regular reviews of key performance indicators at Project and Company level, to measure the achievement of quality objectives and to identify opportunities to continually improve the Company management systems.

4. Arrangements to deliver this policy

4.1. ISG producing a Project specific “Procurement Strategy” that sets out the plans for packaging/tendering/negotiation of the works to Subcontractors who are equally experienced, competent and skilled in undertaking their specialist element of the product/Project.

4.2. ISG compiling an Appointment/Subcontract that sets out explicit/express terms relating to the quality standards that are required to be undertaken by the subcontractor on every project. This will include reference to Main Contract terms and appendices as considered appropriate.

4.3. ISG adhering to the quality control requirements, as set out within our Management System and are relevant to the scope of the works undertaken.

4.4. Quality objectives: The Statutory board, with input from the Business Group and Heads of Quality shall establish quality objectives with the intention of minimising risk, supporting the continual development of the management systems and the enhancing company’s performance. The objectives set may be at company level through to project level. All objectives shall be clearly defined using the SMART methodology, have clearly defined ownership and be subject to regular review. It is the responsibility of the Statutory Board and each Business Group to ensure that there are sufficient resources available to achieve the objectives.

4.5. Review and Audit: To ensure that this policy and the supporting management systems are being implemented effectively the company shall implement regular reviews and audits. The findings of reviews and audits shall be shared with the relevant levels of management, relevant Quality forums and the Risk Committee where appropriate. Dependent upon the business risk identified and the necessary root cause analysis, correction and corrective actions shall be undertaken to ensure that the identified risk is eliminated or controlled. Lesson learnt through the review and audit process are shared to facilitate collective improvement.

4.6. Management review: This policy and the overall effectiveness of the Management Systems will be subject to regular review. This review will cover all requirements of ISO 9001 and any additional business requirements. The outcome of the review will be documented and will include recommendations for improvement. The Statutory board will be ultimately responsible for ensuring that recommendations are considered and implemented where practical.

5. Roles and responsibilities

Note that for the sake of simplicity some roles have been grouped under general headings, e.g. Delivery staff. This is also to acknowledge that ISG delivers projects across a wide range of services with project teams varying in size and structure.

Company roles	Responsibilities
ISG Statutory Board	■ Setting and authorising this quality policy. ■ Implementing the appropriate structures, accountabilities and resources within the business to enable the aims of this policy to be met. ■ Ensure that customer quality requirements and legal / regulatory requirements are identified and met. ■ Setting / agreeing objectives that will actively support this policy. ■ Reviewing performance and ensuring that action is taken to address adverse trends and issues likely to affect the quality of the products and services, legal compliance and customer satisfaction in general.
Managing Directors, Directors and Operational Boards	■ Ensuring that quality risks are identified, and that effective mitigation is in ■ place. ■ Ensuring that significant risks are elevated to the company Risk Committee and Statutory board as necessary. ■ Ensuring that key issues and trends being reported to the Risk Committee and that sufficient resources are available to take appropriate actions. ■ Ensuring sufficient resources (e.g. management, staff, materials, work equipment, etc) are available to deliver this policy and customer requirements to the correct quality standard, including legal compliance where required. ■ Ensuring that staff work in accordance with company management systems and procedures, that staff have full access to these systems and that staff receive the necessary training. ■ Ensuring that performance is monitored and where necessary taking actions to address adverse trends and issues likely to affect the quality of delivered products and services, legal compliance and customer satisfaction in general. ■ Ensure that there are programmes in place to deliver the company objectives. ■ Promoting an environment that is conducive to “Right Thing First” working, where improvements are actively sought, and individuals are actively encouraged to participate in improvement activities.
Tender bid leads	■ Ensure that the company procedures are implemented including risk management gateways and hold points as identified within the Bid no Bid process. ■ Ensure that quality risks are identified and mitigated or that appropriate control methods are identified. ■ Ensure that there is accurate and complete information to allow for an accurate tender. Ensuring that the tender documentation is controlled and accessible to the tender team and sub-contractors as required. ■ Ensure that the list of tendering companies have the capacity and capability to deliver the works to the right quality. ■ Ensure that full details of quality risks, mitigation or control methods are included within the tender hand over pack.
ISG Project Managers/Project Directors	■ Ensuring that project plans (e.g. staff plans, execution plans, programmes, document management protocols, quality plans, procurement schedules, commissioning plans, etc.) are appropriate and will deliver customer requirements to the correct quality standard, including legal compliance where required. ■ Ensuring that constructions sites are set up in such a way that will be conducive to the delivery of a quality product and avoid unnecessary damage, loss, waste or delay. ■ Ensure that all project staff receive appropriate inductions and training so that the required quality standard is understood and can be achieved. ■ Ensuring that the works are inspected, tested and commissioned in line with the specifications, contracts and other requirements.

Company roles	Responsibilities
	■ Ensuring that the works are adequately protected to maintain quality prior to hand over. ■ Ensuring that there is an effective project handover that includes everything necessary for the client to thrive within the new facility. ■ Ensuring that aftercare services are agreed and implemented.
ISG supply chain management staff / commercial staff	■ Procuring products and services from suppliers that have the capacity and ■ capability to deliver work to the quality requirements defined within specifications, contracts and ISG Standards. ■ As far as possible appointing suppliers using the approved supply chain or pre-qualified prior to use as per the ISG procedures. ■ Ensuring that subcontracts are clear and fully detail the specifications and project requirements. ■ Ensuring that subcontractors attend a prestart meeting to confirm that their responsibilities with respect to quality are fully understood. ■ Ensuring that suppliers understand ISG' requirements regarding compliance to the code of ethics, right to work, data protection, etc as identified within the contract conditions.
ISG design management staff	■ Ensuring that the appointed designers and subconsultants have clearly defined scopes of works, that will deliver the contracted works in its entirety. ■ Managing the design processes to ensure that all designs are fully coordinated, delivered on time and are of the standard required to allow defect free production and installation. ■ Managing the design processes to ensure that all contractual and legal obligations are met.
ISG delivery staff	■ Managing the construction sites, off site activities and subcontractors to ensure that all project delivery work is of the correct quality to meet or exceed the specifications and contracts efficiently and on time. ■ Maintain the construction site to a standard that will be conducive to the delivery of a quality product and avoid unnecessary damage, loss, waste or delay. ■ Ensuring that subcontractors adhere to agreed quality assurance and control procedures, including the production of records confirming that the materials and works meet specifications. ■ Ensuring that the works are protected to maintain quality prior to hand over. ■ Manage the project documentation, ensure that information is reviewed, approved and made accessible to all project members as defined by the agreed document management protocols.
ISG Heads of Quality, central and divisional quality teams.	■ Ensuring that quality risks are identified and where practical mitigated through ■ the management systems and working practices. ■ Ensuring that significant risks are elevated to the company Risk Committee. ■ Ensuring that an effective quality management system is in place and accessible to all staff. ■ Ensuring that the management systems are continually developed and improved, with the aim of improving the overall company performance, including the avoidance of unnecessary damage, loss, waste or delay and products and installations that fail to comply with regulatory requirements. ■ Ensuring that training is available for the "quality" related processes. ■ Ensuring that there is a quality induction available for new staff and at Construction sites. ■ Agreeing audit priorities with the BU / divisional management and the Risk Committee, including ensuring that auditors have the relevant competency to undertake an effective audit. Where necessary drafting in topic specialists to supplement the normal audit capability. ■ Undertaking the review of the management systems performance to confirm that they are delivering against the company requirements, company objectives, customer requirements and the requirements of other interested parties. ■ Undertaking and supporting lessons learnt activities, including the production and sharing of output to facilitate collective learning / improvement.

Company roles	Responsibilities
	■ Undertaking and supporting investigations into quality issues, including the production and sharing of output to facilitate collective learning / improvement. ■ Supporting the business requirements in respect of certifications and accreditations and other memberships that the business may subscribe to, including being the primary point of contact.
ISG Quality Managers, auditors and inspectors.	■ Providing help and support to delivery and other staff to ensure that ■ management system requirements are understood and met, that customer requirements including specifications and contracts are understood and met and that statutory requirements are understood and met. ■ Undertaking inspections and audits to confirm compliance with management systems, specifications, contracts and where necessary identifying and reporting noncompliance. ■ Working with delivery teams and central departments to ensure that non-compliances are fully resolved in the most effective way.
All ISG staff	■ Implementing this policy to the extent required by their role. ■ Working in line with ISG procedures and practices as documented within the management systems, within department manuals or as directed by management. ■ Undertake ISG Quality training appropriate to their role. ■ Identifying deficiencies within procedures and practices to enable improvement. ■ Whatever the role, working to the highest standard and endeavouring to deliver a right first time out come.

6. Definitions

6.1. Quality: This covers all aspects of the process whether that be design, materials/product selection, accuracy of build, regulatory compliance, finish/completeness or indeed the Service itself that we are offering.

6.2. ISG: Any subsidiary company operating under or reporting into ISG Ltd.

6.3. ISG Statutory Board; The duly appointed group of individuals who manage ISG Ltd.

6.4. ISG Business Group; The group as led by the Business Group Statutory Board. (for example, the Statutory Directors of ISG Fit Out Limited etc.)

6.5. Management System: The documented system of controlled business and project requirements that meets the requirements of ISO 9001.

6.6. ISG employee / ISG staff: Any person working for or on behalf of ISG, including direct-employees, self-employed persons, agency staff, volunteers or freelancers etc.

6.7. Subcontractor: means any person or group of persons who, in the course or furtherance of a business, carries out, supplies to, manages or controls work for ISG. If a Subcontractor sub-lets any of their contracted works, they must seek ISG's authorisation to do so prior (as per the ISG standard Subcontract) and that organisation will be similarly bound by this Policy.

6.8. Sub Consultants/designers: Any person or group of persons appointed directly by or to ISG, to provide specialist design or consultancy support/advice services, via their Appointment to ISG.

6.9. The Contract: This is the document between ISG and their Customer/Client that sets out all the requirements for the Project in question/hand.

6.10. The Subcontract: This is the agreement/appointment between ISG and the Subcontractor, it passes down all the quality requirements of the Contract and is supplemented with other documents such as the ISG Scope, Quality Plan, Design Responsibility Matrix (DRM) and Information Required Schedule (IRS) etc.

6.11. EDMS (Electronic Document Management System): The electronic system (e.g. Aconex or equivalent) used for the control and monitoring of all documents and drawings.

6.12. Field tools: The electronic field tool (e.g. RDrive or equivalent system in place on the Project) used to record and control any defects noted by the ISG Project team and deploy digital forms.

6.13. Quality Plan: The document that sets out how an individual Project/Scheme will be managed and controlled (following procedures set down in the ISG Management System).

6.14. Scope document: This is a document produced by ISG setting out in detail what is included within any given Subcontract package. It will be included within the appendices to the Subcontract.

6.15. HRRB (High Risk Residential Building): Building Regulations and codes (post the Grenfell Tower disaster) have revised requirements for design, specification, installation for a whole series of materials and works. All parties in Contract/appointed to/by ISG must abide by these new regulations and provide data and records, to fulfil the requirements of a “Golden thread” of information. (Refer to the ISG HRRB Policy, which can be found within ISG’s Governance and approvals policy).

This policy was approved by the Board of Directors of ISG Ltd on 24 March 2024.

For and on behalf of ISG Ltd
Signed:

Zoe Price
Chief Executive Officer