

## QUALITY POLICY

### Document purpose and scope

This document sets out the Quality policy of The Armstrong Group (Scotland) Ltd and its subsidiary operating companies (Molplant Construction Ltd, Armstrong Waste Management Ltd, Armstrong Properties (Scotland) Ltd, Armstrong Renewables (Scotland) Ltd), collectively known as 'Armstrong Group'. It covers activities undertaken by the Group throughout all office locations and operations.

This document will be reviewed for continued suitability, will be communicated within the Armstrong Group and, wherever appropriate, made available to interested parties. The review interval for this document is annually.

Our QMS is designed to support continual improvement in the efficiency and effectiveness of our operations to help us provide a service that meets or exceeds the expectations of our clients and other interested parties.

### Policy statement

We are committed to maintaining and continually improving a Quality Management System (QMS) that, as a minimum, satisfies the applicable requirements of the international standard for Quality Management Systems, ISO 9001:2015.

We will conduct our operations in accordance with the requirements of our management system and will comply with all applicable legislation, standards, statutory and other obligations, client requirements and best practice, where required, reasonably possible and relevant to our activities and the sectors in which we operate.

### Responsibilities

The Armstrong Group Board is accountable for the effectiveness of the QMS, its integration into business processes and ensuring it achieves its intended outcomes. It is responsible for the content and implementation of this policy.

The IMS Manager is responsible for ensuring our QMS conforms to the requirements of ISO 9001 and for reporting on the performance of the QMS. Operating Company Directors and the Group Managing Director are responsible for taking measures to help their staff act in compliance with this policy. All Managers are required to check that their staff are aware of this policy. All staff are required to comply with the policy requirements and share responsibility for our performance in implementing it.

### Implementation

We maintain our QMS within our established process-based Integrated Management System (IMS) which also controls and documents our environmental and health and safety management processes.

Our IMS is a documented system with defined processes and procedures that enable us to provide services that consistently meet client and other applicable statutory and regulatory requirements. All IMS policies, procedures and documents are accessible by all staff by means of electronic access or physical copies in agreed locations. The Armstrong Group Board, which comprises of members of all subsidiary companies, sets quality objectives and annual targets aligned to our business strategy. We monitor and measure our performance against these targets throughout the year and cascade the results throughout the Group. We provide adequate and appropriate resources, including people, infrastructure and working environments, to establish, implement, maintain and improve

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the IMS. We assess the continuing suitability, adequacy and effectiveness of our IMS via regular management reviews and we seek the feedback of our employees and customers to ensure we are always striving for improvement.

Strategic risks and opportunities associated with internal and external issues that may affect the ability of the IMS to achieve its intended outcomes are addressed in our risks and opportunities register which is reviewed by the Armstrong Group Board periodically. Specific operational risks and opportunities are managed through our operational processes.

We operate a system of approved suppliers to manage the appointment and subsequent review of the performance of our suppliers. We work with our suppliers to ensure their quality management systems support the provision of an appropriate level of service. We conduct internal audits of our IMS in accordance with our planned audit schedule to ensure consistent conformity to requirements. Feedback from audits is communicated across the Group to ensure we can continue to learn and improve our services.

### Approval

This document was approved by the Board of the Armstrong Group (Scotland) Limited on **June 2018**

Signed:

A handwritten signature in black ink, appearing to read 'Brian Winter', written over a horizontal line.

**Date: June 2018**

Brian Winter  
Group Managing Director