Human Capital & Culture

Quality Assurance Policy

Purpose

The purpose of this policy is to establish a uniform quality assurance (QA) framework across all B&S Investments operations to ensure the delivery of products and services that consistently meet or exceed client expectations, regulatory standards, and industry benchmarks. It reflects B&S Investments' commitment to operational excellence, brand reputation, and customer trust in all sectors it operates in—ranging from exhibitions and manufacturing to tourism, hospitality, creative content, and digital ventures.

By embedding a quality-driven culture, this policy supports the Group's strategic vision of sustained growth, global competitiveness, and continuous improvement.

Scope

This policy applies to all departments, subsidiaries, and project teams within B&S Investments that are involved in the production, delivery, support, or oversight of any service or product. It includes:

• Manufacturing operations and supply chain quality

• Event and exhibition production quality standards

• Hospitality service excellence frameworks

• Digital and creative content outputs

• Customer experience touchpoints across all sectors

• Internal business support services impacting operational quality

Policy Statement

B&S Investments is committed to maintaining the highest standards of quality in every facet of its operations. This is achieved through:

- Proactive quality planning and risk-based assessments

- Clear definition of quality standards for each sector and function

- Ongoing quality control and performance monitoring

- Prompt resolution of non-conformities and customer complaints

- Continuous improvement programs and employee empowerment

Every individual and department shares responsibility for quality, with leadership driving adherence to standards and innovation in delivery.

Roles & Responsibilities

Role	Responsibility
Chief Operating Officer (COO)	Champion the quality vision, allocate resources, and ensure cross-sector alignment
Quality Assurance Team / Manager	Develop quality frameworks, conduct audits, lead training, and monitor KPIs
Department Heads	Integrate QA standards into workflows, set team-level objectives, and oversee local implementation
Project Managers	Apply QA protocols to specific projects, maintain documentation, and manage vendor quality
HR & L&D	Support training and awareness on QA culture, methods, and tools
All Employees	Comply with quality standards, report defects or risks, and contribute to improvements

Procedures & Implementation

1. **Quality Planning**

   - QA requirements must be integrated into project planning and operational design stages

   - Risk-based assessment frameworks are used to identify areas of high quality sensitivity (e.g., public-facing events, high-value production runs)

- Sector-specific quality metrics and benchmarks are defined and documented

2. **Quality Standards & Documentation**

- Each business unit must maintain a documented Quality Manual or QA Framework
- Standards may include:
  - ISO 9001 for manufacturing
  - HACCP or ISO 22000 for food-related services
  - Service-level criteria for hospitality and events
  - Brand and visual guidelines for creative content
- QA documentation must be version-controlled and accessible to relevant staff

3. **Quality Control (QC) Activities**

- Routine inspections, reviews, and testing must be performed at key production or delivery stages
- QC checklists and templates are standardized across departments
- Visual and functional audits are required before public or client-facing deliveries
- Defects are categorized, recorded, and immediately escalated if they present customer or regulatory risk

4. **Issue Management & Corrective Actions**

- All quality deviations or complaints must be logged in the Quality Incident Register
- Root Cause Analysis (RCA) is performed for moderate-to-critical issues
- Corrective and Preventive Actions (CAPA) are tracked to closure, with ownership assigned
- Customers are notified of resolutions as per communication protocols

5. **Vendor & Supplier Quality**

- All suppliers must meet pre-agreed quality standards and submit to periodic performance reviews
- Key suppliers must provide Certificates of Conformance or Quality (CoC) where applicable
- Third-party deliverables are subject to the same QA scrutiny as internal outputs

6. **Customer Feedback & Continuous Improvement**
   - Structured customer satisfaction surveys, reviews, and post-project debriefs are conducted
   - Feedback is aggregated and analyzed to identify trends and areas for improvement
   - Kaizen events, Lean reviews, or Six Sigma projects may be initiated where recurring issues arise
   - Departmental Quality Champions are encouraged to propose process or product enhancements quarterly

Monitoring & Review

The QA policy is reviewed annually by the COO and Quality Assurance function. Triggers for interim review include:

- New sector expansion or project types
- Changes in international quality standards or regulations
- Material audit findings or reputational issues
- Strategic initiatives requiring higher service or product precision

Performance indicators monitored include:

- First-pass yield / defect rates
- Customer complaint resolution times
- QA audit compliance scores
- Vendor quality performance metrics
- % of closed CAPAs within SLA

Associated Documents

- Departmental Quality Manuals
- QA Audit Schedule & Template
- Customer Feedback Collection Guide
- Root Cause Analysis Form
- CAPA Register & SOP
- Supplier Quality Assurance Agreement

- Project Quality Plan Template
- Brand Visual Identity QA Checklist
- Manufacturing Quality Control Protocols
- Service Excellence Framework (Hospitality)