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Quality Policy

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1.0 Purpose and Scope

This policy sets out how SEMCO achieves and maintains quality in the products and services it delivers, and the responsibilities of everyone working for or on behalf of SEMCO. Consistent quality is achieved through effective planning, competent people, robust processes, controlled supply chains and continual improvement. SEMCO operates a quality management system certified to ISO 9001:2015, proportionate to the scope, scale and risks of its activities, and designed to ensure that customer, statutory and regulatory requirements are consistently met.

This policy applies to all employees, directors, agency workers, temporary workers, contractors and subcontractors, and to all activities within SEMCO's scope: design, procurement, manufacture, logistics, installation and construction, commissioning and handover.

2.0 Quality Commitments

SEMCO is committed to:

- **Customer focus.** A great client buyer experience. A great user experience.
- **Data-led improvement.** Correctly structured and well gathered data makes it easy to analyse and learn.
- **We deliver what we promise.** On time, in full, to the specification agreed.
- **Zero defects.** Right first time. Quality handover. Smooth transition into use.
- **Every minute counts.** Fast, decisive execution from enquiry to handover.
- **Open communication.** No surprises, for the client or for each other. Walk towards difficult conversations
- **Manage expectations.** Align expectations with reality, even if not easy to hear.
- **Accountability.** Clear roles and authority. Own the role and ask when you need help.
- **Competent people.** Trained, equipped and supported to do the job properly.
- **Risk management.** Mitigated as far as possible, owned and monitored when present. Be careful.
- **Trusted Supply Chain.** Chosen on competence, capability and performance.
- **Check it and record it.** Inspections planned, checks done at the time, records kept.
- **Learn from what goes wrong.** Find the root cause, fix it, prove the fix worked. Mistakes happen.
- **Always improving.** Anyone can suggest a better way, and good ideas get used.
- **Value for money.** Taking out cost by removing waste, never by reducing quality.
- **Information controlled.** Current, traceable, approved and there when you need it.
- **A good place to work.** Friendly, professional, and proud of what we build.
- **Certification & Evidence.** Respecting processes and improve through auditable outcomes.

3.0 Product Discipline

SEMCO operates as a product company. Each project has defined processes, each product has defined compliance and certification pathways, repeatable details and interfaces suitable for our factory and capabilities.

Departures from a baseline specification are controlled changes. They are assessed for cost, programme, compliance and risk, approved through the Mission Control gate process, and recorded. Undocumented change is the principal source of quality failure in modular construction and is not permitted.

4.0 Quality Planning and Control

- Requirements are established and reviewed before commitment, through the Mission Control gate process and the New Business Committee
- Design outputs are reviewed, verified and approved before release to manufacture, and design freeze is applied before production begins
- Inspection and test plans identify hold and witness points across manufacture and installation
- Checks are carried out and recorded at the time the work is done, by the person who did it or by the person designated in the plan
- Materials and components are verified on receipt against the specification and order, and traceability is maintained where required
- Calibrated measuring equipment is used where measurement affects conformity, and calibration records are retained
- Completed modules are inspected before dispatch, and installation and commissioning are inspected before handover
- All records are retained in ArchDesk against the project

5.0 Nonconformity and Corrective Action

A nonconformity is any output, process or record that does not meet the specified requirement. Anyone may raise one.

- Identify, mark or segregate the nonconforming item so it cannot be used or dispatched
- Record the nonconforming process so it can be analysed and improved at SOP level.
- Investigate the root cause where the nonconformity is significant or recurring
- Agree corrective action, assign an owner and a date, and verify that it has been effective
- Review nonconformity and defect trends at Management Review

Concealing a defect or nonconformity is a disciplinary matter and may constitute gross misconduct.

6.0 Supply Chain Quality

- Suppliers and subcontractors are approved before appointment, with capability and competence assessed proportionate to the risk they carry
- Requirements are communicated in the order or subcontract, including specification, standards, inspection and documentation requirements
- Performance is monitored on quality, delivery and responsiveness, and reviewed at Management Review
- Nonconforming supply is recorded, returned or rectified, and repeated failures are addressed under the contract

7.0 Customer Satisfaction and Aftercare

- Client feedback is sought at key project stages.
- Complaints are recorded, investigated, responded to and used as an input to corrective action

- Defects reported during the defects period and under the maintenance and aftercare arrangements are logged, prioritised and closed out, with records retained
- Handover includes the operation and maintenance information, as-built information, certificates and warranty documentation required by the contract

8.0 BOPAS and Product Certification

SEMCO holds BOPAS accreditation and operates its management system to support and maintain that accreditation, including durability and assurance requirements for the build system. Product certification and compliance pathways are maintained for each standardised product, and evidence is retained in ArchDesk.

9.0 Monitoring, Measurement and Management Review

Quality performance is monitored using proportionate indicators, including:

- Defect and rework levels and their causes
- Complaints and customer satisfaction feedback
- Inspection outcomes and internal and external audit findings
- Supplier performance
- On-time delivery of milestones and completeness of handover

The quality management system is reviewed at every Management Review, considering alignment with business strategy, the suitability and effectiveness of the system, audit results, nonconformities and corrective actions, customer feedback, supplier performance and opportunities for improvement.

10.0 Responsibilities

Role	Responsibility
CEO	Owner of this policy. Accountable for quality performance and for ensuring the quality management system is implemented, maintained and adequately resourced. Leads internal audit
Technical Manager	Controls design outputs, ensures compliance with standards, and maintains product specifications and compliance pathways
Production Manager	Ensures manufacturing processes meet quality requirements, inspection points are completed and recorded, and nonconformities are raised and contained
Contracts Manager and Site Managers	Ensure installation and site works are inspected, recorded and handed over complete
Procurement	Operates supplier approval and monitors supplier quality performance
All employees and subcontractors	Follow approved procedures and project requirements, report defects, nonconformities and improvement opportunities, and stop and escalate where quality or compliance could be compromised

11.0 Related Documents and Review

- BMS Manual · SOP Manual · Mission Control gate documentation · Document Control Policy
- Environmental Policy · Health and Safety Policy · Employment, Training and Professional Development Policy
- Legal Register · Global and Project Risk Registers

This policy is reviewed at least annually by the CEO and adopted by the Board and additionally following any material change to SEMCO's activities or certification requirements.