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Quality Policy

Ework Group is an independent competence partner and provides services to both supply and manage competence. Our key stakeholders are our clients, consultants, employees, regulatory authorities, and our company, including owners.

Quality for our **clients** means they can rely on our services to consistently meet their expectations and requirements.

Quality for our **consultants** means they can rely on our support to consistently meet their expectations and requirements throughout the term of the assignment.

Quality for our **employees** means we take personal ownership to ensure our work meets clients and consultant expectations and requirements and is faultless from design through use.

Quality for **regulatory authorities** means that we operate at the highest ethical standards and meet all applicable requirements.

Quality for our **company** means that we foster a culture of operational excellence and continuous improvements in everything we do.

1. Commitment to Quality

To succeed, our quality work is based on the following objectives:

1.1. Stakeholder satisfaction

We always strive to meet our stakeholder's needs and expectations. The quality of our work shall be equivalent or exceed our strongest competitors.

To achieve this, we:

- Regularly measure stakeholder satisfaction
- Listen to and review feedback from our stakeholders
- Translate stakeholder needs and feedback into improved- or new services and ways of working

1.2. Operational Excellence

To meet our stakeholder's expectations, we strive for excellence in everything we do.

To achieve this, we:

- Set clear goals and work eagerly to reach them
- Align- and manage clients- and consultant expectations to ensure the right quality of services and mutually beneficial solutions

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- Define and measure service and process performance to ensure high and consistent quality levels and identify opportunities to improve
- Make knowledge and training relevant and accessible to ensure employees are skilled and informed

1.3. Continuous Improvement

Challenging the status quo, ourselves and our clients is embedded in our company culture, and we always strive to improve our services, our delivery, and our collaboration.

To achieve this, we:

- Drive a culture that encourages all employees to learn from others contribute with improvement initiatives
- Continuously capture feedback, data and insights from stakeholders as well as independent market analysts and advisors
- Ensure that appropriate governance, processes and tools are in place to adapt our services, delivery and collaboration to the needs and implement necessary changes

2. Our Quality Work

Our quality efforts are governed and followed up as part of our Quality Management System which purpose is to put the above objectives into effect and to contribute to a healthy work environment while ensuring legal and regulatory compliance.

The Quality Management System is based on the requirements of the international standard ISO 9001:2015.

2.1. Quality Management Principles

This quality management system is based on the 8 quality management principles:

1. Stakeholder focus
2. Leadership
3. People involvement
4. Process approach
5. Systematic approach to management
6. Continuous improvement
7. Factual approach to decision making
8. Mutually beneficial supplier relations

2.2. Quality Organization

- Our CEO has an overall accountability for our company's quality work.
- The CEO appoints a Quality Manager who supports the CEO and is overall responsible for the Quality Management System.

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- The Quality Manager is responsible for the documentation, implementation, and development of the Quality Management System.
- Each Manager has a delegated quality responsibility for their respective area of responsibility.

2.3. Scope

This quality policy applies to:

- All Ework Group, including subsidiaries (full list found on Ework Group Intranet)
- Relevant requirements from clients, employees, and other stakeholders including applicable legal obligations

3. Employee Commitment

All Ework employees shall:

- Be aware of our quality policy
- Understand how their daily work contributes to the quality of our services
- Take active responsibility for the continuous improvement suggesting improvements and reporting deviations that contribute to reduced risk and increased quality
- Understand how they individually contribute to the group's common goals and vision
- Act according to our values: Consultative, Committed, Collaborative, Curious

4. Managers and Leaders Commitment

All Ework managers and leaders shall:

- Focus on stakeholder value and drive for sustainable solutions for all parties
- Act as role models and be engaged in quality work
- Establish clear and measurable goals that shall regularly be followed-up
- Engage and develop employees by creating conditions for them to grow and reach their goals

5. Laws and Regulations

Our Quality Management System shall be compliant with laws and regulations governing the quality work. This is ensured through our Legal Compliance Process.

Changes of laws affecting the way we operate our quality work shall be incorporated into the planning and continuous improvement of the Quality Management System and business.

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6. Violations

Violations of requirements defined in Ework Group Quality Management System (Policy, standards, Processes, Procedures, etc.) may result in disciplinary actions. Necessary and appropriate measures are assessed on case-by-case basis by Management, People Operations or relevant Committee depending on situation.