

Quality Policy

1. Purpose

Cutlass Group is committed to delivering consistently high-quality, professional, reliable and customer-focused security services that protect people, property, assets, information and communities.

This Quality Policy establishes the principles and commitments through which Cutlass Group will operate, maintain and continually improve its Quality Management System (QMS).

The QMS is designed to support the effective delivery of security services, fulfil customer and stakeholder requirements, meet applicable statutory and regulatory obligations, manage operational risks, develop competent people and drive continual improvement.

The policy is aligned with the requirements and principles of **ISO 9001:2015**, including the **2024 Climate Action Amendment**, and is structured to support Cutlass Group's transition to the forthcoming **ISO 9001:2026** edition once formally published and applicable.

The policy also supports compliance with applicable **Security Industry Authority (SIA)** requirements and the **Approved Contractor Scheme (ACS)**. The SIA describes ACS as a holistic standard covering how an organisation is managed, how it services customers and how it treats its people, with seven principal criteria covering strategy, service delivery, commercial relationship management, financial management, resources, people and leadership.

2. Our Quality Commitment

Cutlass Group is committed to providing security services that are:

- Professional, reliable, responsive and consistently delivered.
- Customer-focused and tailored to the requirements of individual clients and sites.
- Ambassadorial in approach, recognising that our personnel are often the first point of contact between our clients and their customers, visitors, residents or stakeholders.
- Delivered by competent, appropriately trained and, where legally required, SIA-licensed personnel.
- Supported by effective supervision, management and quality assurance.
- Based on clearly defined procedures, responsibilities and performance standards.
- Compliant with applicable legislation, regulations, contractual requirements and industry standards.
- Delivered ethically, respectfully and without discrimination.
- Supported by effective communication with customers, employees, suppliers, regulators and other interested parties.
- Continuously reviewed and improved using evidence, performance data, feedback, incidents, audits, complaints, lessons learned and management review.

We recognise that quality is not solely the responsibility of the Quality Manager or senior management. **Every employee, manager, supervisor, contractor and relevant business partner has a role in achieving and maintaining quality.**

3. Customer Focus

Customer satisfaction is central to the Cutlass Group QMS.

We will seek to understand and consistently fulfil customer requirements, contractual obligations and reasonable expectations.

We will:

- Establish clear service specifications and measurable service requirements.
- Understand customer needs before commencing and throughout the provision of services.
- Maintain effective client communication and account management.
- Obtain and analyse customer feedback.
- Monitor complaints, compliments, service failures and customer concerns.
- Respond promptly and professionally to customer issues.
- Identify trends and recurring problems.
- Use customer feedback to identify improvement opportunities.
- Review customer requirements when circumstances, risks or operating conditions change.
- Ensure that service changes are properly assessed, communicated and controlled.

Our objective is not simply to meet contractual requirements but to create a consistently positive customer experience and build long-term, trusted relationships.

4. Understanding Our Context and Interested Parties

Cutlass Group will regularly consider the internal and external factors that may affect its ability to achieve the intended results of the QMS.

These may include:

- Changes in legislation and regulation.
- SIA requirements and ACS expectations.
- Customer and market expectations.
- Security threats and changes in the threat environment.
- Labour availability and workforce capability.
- Technological developments.
- Digital systems and information security.
- Economic and financial conditions.
- Supply-chain risks.
- Environmental and climate-related factors.
- Changes in customer operating environments.
- Competitor and industry developments.
- Organisational growth and change.
- Business continuity and resilience.
- Health, safety and welfare considerations.
- Reputation and stakeholder expectations.

Relevant interested parties may include:

- Customers and consumers.
- Employees and security officers.
- Senior management and owners.
- SIA and other regulators.
- Certification and accreditation bodies.
- Suppliers and subcontractors.
- Landlords, building managers and site operators.
- Emergency services.
- Local communities.
- Insurers.
- Investors and financial stakeholders.
- Other parties whose requirements may affect the QMS.

Cutlass Group will determine which requirements of interested parties are relevant to the QMS and will monitor changes that could affect service quality or compliance.

5. Climate Change and Environmental Considerations

Cutlass Group recognises that climate change and environmental conditions may affect the organisation, its employees, customers, suppliers and the delivery of security services.

Where relevant to our activities, we will consider:

- Extreme weather and its effect on service continuity.
- Heat, flooding, storms and other environmental conditions.
- Travel and access disruption.
- Energy use and operational efficiency.
- Waste reduction and responsible resource use.
- Customer environmental expectations.
- Supplier environmental performance.
- Business continuity implications arising from environmental events.
- Relevant legal, contractual and stakeholder requirements.

Where climate-related risks or opportunities are determined to be relevant, they will be incorporated into appropriate risk assessments, business continuity arrangements, operational planning and improvement activities.

6. Risk-Based Thinking and Opportunities

Cutlass Group will use a structured approach to identify, evaluate and control risks and opportunities that may affect service quality, customer satisfaction, compliance or business performance.

Risk considerations may include:

- Failure to meet contractual requirements.
- Inadequate staffing or competence.
- Licensing or compliance failures.

- Poor supervision.
- Security incidents.
- Missed patrols or duties.
- Inadequate handovers.
- Communication failures.
- Equipment or technology failures.
- Supply-chain disruption.
- Data and information risks.
- Business continuity events.
- Customer complaints.
- Reputational damage.
- Financial or commercial risks.
- Health and safety risks.
- Environmental and climate-related risks.

We will seek not only to prevent undesirable outcomes but also to identify opportunities to improve efficiency, customer experience, technology, employee engagement, service delivery and business performance.

Risk controls will be proportionate to the level of risk and reviewed when circumstances change.

7. Service Excellence and Operational Control

Cutlass Group will establish and maintain controlled processes for the delivery of security services.

These processes will include, where applicable:

- Mobilisation and contract implementation.
- Site surveys and security risk assessments.
- Assignment instructions and site procedures.
- Recruitment and vetting.
- SIA licence verification.
- Training and competence assessment.
- Duty planning and rostering.
- Deployment and attendance monitoring.
- Security officer supervision.
- Patrol and activity monitoring.
- Incident management.
- Escalation and emergency response.
- Control room and communications processes.
- Equipment management.
- Client reporting.
- Complaint handling.
- Contract review.
- Service performance monitoring.
- Corrective action.
- Business continuity.

Processes will be documented to the extent necessary to ensure consistent and effective service delivery.

Operational procedures will be reviewed periodically and following significant incidents, complaints, audit findings, changes in legislation, customer requirements or identified improvement opportunities.

8. Competence, Training and Employee Engagement

Cutlass Group recognises that competent, engaged and supported employees are fundamental to service quality.

We will:

- Recruit personnel against defined competency requirements.
- Verify SIA licences where applicable.
- Conduct appropriate pre-employment screening and vetting.
- Provide role-specific induction.
- Provide appropriate site-specific training.
- Maintain training and competency records.
- Monitor refresher training requirements.
- Assess competence where appropriate.
- Provide supervisors and managers with appropriate leadership and operational training.
- Encourage employees to identify hazards, service failures and improvement opportunities.
- Promote professional behaviour and customer care.
- Recognise good performance.
- Address competency gaps promptly.
- Provide appropriate welfare and support.
- Encourage an open culture in which employees can raise concerns without fear of inappropriate retaliation.

Employees will be made aware of the Quality Policy, relevant objectives, their responsibilities and the effect their work can have on service quality and customer satisfaction.

9. Leadership and Accountability

Senior management accepts overall accountability for the effectiveness of the QMS.

Leadership will:

- Establish and communicate the organisation's quality direction.
- Ensure that the Quality Policy supports the strategic direction of Cutlass Group.
- Establish measurable quality objectives.
- Provide appropriate resources.
- Promote customer focus.
- Encourage process-based management.
- Promote risk-based thinking.
- Ensure legal, regulatory and contractual requirements are understood.
- Review QMS performance.
- Support continual improvement.

- Promote a culture of integrity, accountability and professional conduct.
- Ensure that responsibilities and authorities are clearly defined.
- Ensure that quality considerations are incorporated into business decisions.

Quality performance will be treated as a management responsibility and not as a separate administrative function.

10. Quality Objectives

Cutlass Group will establish measurable quality objectives that are appropriate to its strategic direction, operational activities and customer requirements.

Quality objectives may include:

10.1 Compliance

Maintain effective compliance with applicable:

- ISO 9001 requirements.
- ISO 9001 amendments and subsequent revisions.
- SIA licensing requirements.
- ACS requirements where applicable.
- Applicable legislation and regulations.
- Customer contractual requirements.
- Internal policies and procedures.

10.2 Customer Satisfaction

Monitor and improve customer satisfaction through:

- Customer surveys.
- Account reviews.
- Client meetings.
- Complaints and compliments.
- Service performance reports.
- Customer retention indicators.
- Corrective and improvement actions.

10.3 Service Performance

Monitor key operational indicators, which may include:

- Attendance and punctuality.
- Shift coverage.
- Missed duties.
- Patrol compliance.
- Incident response.

- Supervisor inspections.
- Assignment instruction compliance.
- Reporting quality.
- Customer complaints.
- Service failures.
- Corrective action completion.

10.4 People and Competence

Monitor:

- SIA licence compliance.
- Training completion.
- Competency assessments.
- Induction completion.
- Staff turnover.
- Absence.
- Employee engagement.
- Supervisory performance.
- Development requirements.

10.5 Continual Improvement

Identify and implement improvements through:

- Internal audits.
- Management reviews.
- Customer feedback.
- Employee feedback.
- Incident investigations.
- Root-cause analysis.
- Corrective actions.
- Lessons learned.
- Benchmarking.
- Process reviews.
- Technology and innovation.

Quality objectives will be documented, communicated, monitored and reviewed, with responsibilities and timescales assigned where appropriate.

11. Measurement, Monitoring and Evidence-Based Decision Making

Cutlass Group will use reliable information and objective evidence to evaluate QMS performance.

Information may include:

- KPI results.

- Customer satisfaction data.
- Complaints and compliments.
- Audit results.
- Inspection findings.
- Incident data.
- Training and competence records.
- Staff performance information.
- Supplier performance.
- Contract performance.
- Corrective action data.
- Compliance information.
- Financial and operational indicators.

Management decisions affecting quality will, wherever practicable, be based on relevant evidence rather than assumptions.

Performance information will be analysed to identify trends, recurring problems, emerging risks and opportunities.

12. Internal Audits and Assurance

Cutlass Group will maintain an appropriate programme of internal audits and assurance activities.

Audits will assess whether:

- The QMS conforms to planned arrangements.
- Processes are effectively implemented.
- Procedures are being followed.
- Legal, regulatory and contractual requirements are being addressed.
- Quality objectives are being achieved.
- Controls are effective.
- Opportunities for improvement have been identified.

Audits will be planned using a risk-based approach, taking account of process importance, previous audit results, incidents, complaints, organisational changes and performance trends.

Findings will be documented and appropriate corrective action implemented.

13. Nonconformity and Corrective Action

Where a service failure, nonconformity or other undesirable outcome occurs, Cutlass Group will:

1. Identify and record the issue.
2. Take immediate action to control or correct it.
3. Assess the impact on the customer and other interested parties.
4. Determine whether further action is required.
5. Investigate the underlying cause where appropriate.

6. Implement corrective action proportionate to the issue.
7. Verify the effectiveness of the corrective action.
8. Update relevant risks, procedures or controls where necessary.
9. Record lessons learned.
10. Use information from the issue to prevent recurrence.

The organisation will seek to address **root causes rather than merely treating symptoms**.

14. Continual Improvement

Cutlass Group is committed to continually improving the suitability, adequacy and effectiveness of its QMS.

Improvement opportunities may arise from:

- Customer feedback.
- Employee suggestions.
- Internal and external audits.
- Management review.
- KPI analysis.
- Complaints.
- Incidents.
- Corrective actions.
- Risk assessments.
- Changes in technology.
- Changes in legislation.
- Changes in customer requirements.
- Lessons learned.
- Business and operational reviews.

Improvement initiatives will be prioritised according to their potential impact, risk, customer benefit, compliance implications and available resources.

15. Knowledge and Organisational Learning

Cutlass Group recognises organisational knowledge as an important business resource.

We will identify, maintain and share knowledge necessary to operate our processes and deliver compliant, effective services.

This may include:

- Assignment instructions.
- Policies and procedures.
- Training materials.
- Lessons learned.
- Incident reports.
- Audit findings.

- Customer requirements.
- Regulatory information.
- Industry guidance.
- Operational experience.
- Technical knowledge.
- Management information.

Where employees leave or responsibilities change, reasonable measures will be taken to preserve critical organisational knowledge and ensure effective handover.

16. Documented Information and Records

Cutlass Group will maintain documented information necessary to demonstrate effective operation of the QMS.

Records may include:

- Policies and procedures.
- Contracts and customer requirements.
- Assignment instructions.
- Risk assessments.
- Training and competency records.
- SIA licence checks.
- Vetting records.
- Attendance records.
- Inspection reports.
- Incident reports.
- Complaint records.
- Audit reports.
- Corrective action records.
- KPI and performance data.
- Management review records.
- Supplier assessments.
- Improvement records.

Documented information will be appropriately controlled to ensure it is available, protected, accurate, identifiable and retained for the required period.

Digital information will be subject to appropriate access, security, backup and retention controls.

17. Suppliers and Subcontractors

Cutlass Group recognises that supplier and subcontractor performance can directly affect service quality.

We will therefore:

- Select suppliers and subcontractors using appropriate criteria.
- Define relevant requirements before engagement.

- Assess competence and capability where appropriate.
- Monitor performance.
- Address poor performance.
- Maintain appropriate records.
- Ensure subcontracted services are appropriately controlled.
- Communicate relevant customer, statutory and regulatory requirements.

Where security services are subcontracted, Cutlass Group will ensure that appropriate controls are applied to maintain the required level of service and compliance.

18. Ethical Conduct and Professional Integrity

Cutlass Group will conduct its business ethically, transparently and responsibly.

We will promote:

- Honesty.
- Integrity.
- Professionalism.
- Respect.
- Accountability.
- Equality and inclusion.
- Confidentiality.
- Appropriate use of authority.
- Zero tolerance for fraud and deliberate misconduct.
- Responsible treatment of employees and stakeholders.

Employees are expected to act professionally and in accordance with company policies, applicable law, contractual requirements and relevant industry standards.

19. Health, Safety and Wellbeing

Quality cannot be separated from the health, safety and wellbeing of our employees, customers and members of the public.

Cutlass Group will maintain appropriate arrangements to:

- Identify health and safety risks.
- Provide safe systems of work.
- Provide appropriate training and information.
- Provide suitable equipment and resources.
- Report and investigate incidents.
- Learn from accidents and near misses.
- Monitor relevant health and safety performance.
- Promote employee wellbeing.

Where health and safety requirements affect service delivery, these requirements will be incorporated into operational planning and risk management.

20. Business Continuity and Organisational Resilience

Cutlass Group recognises the importance of maintaining continuity of critical services.

We will identify reasonably foreseeable disruptions and maintain appropriate arrangements for responding to events that could affect service delivery.

Potential disruptions may include:

- Severe weather.
- Loss of key personnel.
- Technology failure.
- Communications failure.
- Cyber incidents.
- Supplier failure.
- Infrastructure disruption.
- Major security incidents.
- Public emergencies.
- Significant changes in operating conditions.

Business continuity arrangements will be tested, reviewed and improved where appropriate.

21. Technology and Digital Transformation

Cutlass Group will use appropriate technology to improve service quality, operational visibility, communication and decision-making.

Technology may be used to support:

- Workforce management.
- Electronic reporting.
- Incident management.
- Patrol verification.
- Client communication.
- KPI reporting.
- Training management.
- Document control.
- Audit and inspection activity.
- Management information.

Technology will be introduced and managed in a controlled manner, taking account of reliability, usability, information security, privacy, competence and business continuity.

22. Communication

Effective communication is essential to quality.

Cutlass Group will maintain appropriate communication channels between:

- Senior management.
- Operations teams.
- Supervisors.
- Security officers.
- Customers.
- Suppliers.
- Subcontractors.
- Regulators.
- Other relevant stakeholders.

Quality-related information will be communicated in a timely, accurate and appropriate manner.

Employees will be encouraged to report service issues, risks and improvement opportunities.

23. Management Review

Senior management will periodically review the QMS to ensure its continuing:

- Suitability.
- Adequacy.
- Effectiveness.
- Alignment with organisational strategy.
- Ability to achieve intended outcomes.

Management review will consider, as appropriate:

- Previous management review actions.
- Changes in internal and external issues.
- Customer satisfaction.
- Interested-party feedback.
- Quality objectives and KPI performance.
- Process performance.
- Nonconformities and corrective actions.
- Audit results.
- Supplier performance.
- Resource requirements.
- Risks and opportunities.
- Business continuity.
- Climate-related considerations.
- Improvement opportunities.
- Changes in legislation and regulatory requirements.
- Changes to ISO 9001 and SIA/ACS requirements.

Outputs from management review will include decisions and actions relating to improvement, resources, QMS changes and strategic priorities.

24. Compliance with ISO 9001 and SIA/ACS Requirements

Cutlass Group will maintain awareness of changes to applicable ISO 9001 requirements, SIA requirements, ACS standards, legislation and other relevant obligations.

As ISO 9001:2026 progresses from FDIS to publication, Cutlass Group will assess the final published requirements and implement any necessary transition arrangements.

The organisation will not represent itself as certified to ISO 9001:2026 until certification has been formally achieved against the applicable published standard.

Similarly, references to SIA ACS approval will accurately reflect the organisation's actual approval status.

The QMS will be maintained as a living management system rather than solely as a certification requirement.

25. Communication of this Policy

This Quality Policy will be:

- Communicated to employees during induction.
- Reinforced through training and operational briefings.
- Made available to relevant employees through the company's communication systems.
- Communicated to relevant suppliers and subcontractors where appropriate.
- Made available to customers and interested parties upon request.
- Displayed or otherwise made accessible within company premises where appropriate.
- Reviewed following significant organisational, regulatory or strategic change.

All employees are expected to understand how their role contributes to the achievement of quality objectives.

26. Policy Review

This policy will be reviewed **at least annually** and additionally whenever significant changes occur, including:

- Publication or revision of ISO 9001.
- Changes to SIA or ACS requirements.
- Significant changes to legislation.
- Major organisational changes.
- Significant changes to customer requirements.
- Significant operational incidents.
- Changes in organisational risks or opportunities.
- Changes in the external or internal context.



The review will confirm that the policy remains appropriate to the purpose, context and strategic direction of Cutlass Group and continues to provide a framework for establishing and reviewing quality objectives.

27. Statement of Commitment

Cutlass Group's commitment is to make quality an integral part of every aspect of our business.

We will achieve this by placing the customer at the centre of our activities, developing competent and engaged people, maintaining effective and controlled processes, meeting applicable requirements, managing risk, using evidence to make decisions and continually improving our performance.

Quality is everyone's responsibility.

Through effective leadership, professional integrity, customer focus and continual improvement, Cutlass Group will strive to deliver security services that are consistently reliable, compliant, professional and worthy of the trust placed in us by our customers, employees and wider stakeholders.

Signed:

Review Date:

12.08.2027

Name:

Humayun Shahzad Group Chairman

Date:

13.08.2026