BENEFFREY
Consulting

Quality Policy
Version 04-01 – August 2026

Version Control

Version	Author	Date	Comments
00-01	Iain C. Steel	06/09/2023	Draft for review
01-01	Iain C. Steel	07/09/2023	Approved for issue
02-01	Iain C. Steel	30/08/2024	General review and update throughout
03-01	Iain C. Steel	29/08/2025	General review and update throughout
04-01	Iain C. Steel	31/08/2026	Updated to reflect current quality management best practice, including strengthened governance, quality objectives, organisational knowledge, document control, client feedback, supplier performance, risk and change management, complaints handling, AI-assisted working, and minor drafting amendments for clarity, consistency and alignment with ISO 9001 principles.

Contents

Version Control.....2
Scope of this Policy 4
General Statement of Policy.....4
Responsibilities 6
Customer Focus:.....7
Leadership:.....7
Engagement of Consultants: 8
Process Approach:.....8
Improvement: 8
Evidence-Based Decision Making:.....9
Relationship Management:.....10
Risk Management 10

Scope of this Policy

The operational approach of Beneffrey Consulting involves cooperative engagement with a variety of collaborators, who may be independent or work for other firms (acting as sub-contractors). Anyone brought into association with Beneffrey Consulting, regardless of being a direct employee or functioning under Beneffrey Consulting's guidance, will be denoted as "Consultant(s)" in this policy. In circumstances where a specific area of this policy is only applicable to Consultants employed as staff or Directors of Beneffrey Consulting, this will be differentiated as referring to a directly employed Consultant.

In situations where Beneffrey Consulting is commissioned by a client organisation that maintains its own Quality Policy, any contract or purchase order does not exempt Consultants from adhering to the minimum standards outlined in this policy.

General Statement of Policy

Beneffrey Consulting is a private limited company, providing support, consultancy and training in a wide range of interrelated fields which can broadly be categorised as: Procurement, Bid management, Coaching & Mentoring, and Training & Management Development. As a micro-SME with a single direct employee (at the time of writing), Beneffrey Consulting's operational approach is to engage with a variety of independent Consultants to flexibly enhance our capacity and capability in collaboration with our clients.

It is the policy of Beneffrey Consulting to maintain a strong commitment to quality throughout all our activities. We are committed to consistently delivering services that meet client, contractual, legal and regulatory requirements while continually improving the effectiveness of our quality management arrangements. This policy applies to all aspects of our business, including but not limited to Consultant engagement, training, project assignments, procurement, and sub-contractor relationships. This Quality Policy is informed by the quality management principles contained within ISO 9001:2015. Whilst Beneffrey Consulting is not currently certified to ISO 9001, we seek to apply those principles proportionately to the nature and scale of our business.

Beneffrey Consulting is committed to:

- Excellence in Service: We prioritise delivering exceptional services in our areas of expertise. This commitment extends to all phases of our work, from initial engagement to project completion.
- Continuous Improvement: We recognise that quality is a dynamic pursuit. Our commitment to continuous improvement ensures that our services evolve to meet changing client needs and industry standards. We actively seek opportunities for enhancement in all aspects of our operations.
- Client Satisfaction: Client satisfaction is one of our primary measures of quality performance. We will actively seek feedback, monitor client satisfaction and use the results to improve our services.
- Ethical Conduct: Ethical considerations are at the core of our operations. We conduct business with integrity, ensuring transparency, fairness, and adherence to legal and ethical standards.
- Sustainability: Where appropriate, we will consider environmental, social and governance (ESG) principles when delivering our services and managing our operations.
- Competence Development: We invest in the ongoing development of our directly employed Consultants, ensuring they possess the necessary skills and knowledge to deliver high-quality services. We promote a culture of learning and growth.
- Risk Management: Identifying and mitigating risks is integral to our commitment to quality. We proactively manage risks to prevent issues and ensure a stable and resilient operation.
- Collaboration: We foster collaborative relationships with clients, suppliers, and other stakeholders. Effective collaboration is essential in delivering quality services that meet the needs of all parties.
- Interested Parties: We recognise the importance of understanding the needs and expectations of interested parties, including clients, Consultants, suppliers, regulators and other stakeholders, and will consider these when reviewing our services and quality objectives.

This Quality Policy encompasses every aspect of our business operations, from project management to client interactions and data handling. Quality and information security are complementary objectives. Consultants must comply with Beneffrey Consulting's Information Security Policy when handling information during the delivery of services. Beneffrey Consulting acknowledges that maintaining high-quality standards is essential for

our clients, our business, and our reputation. We expect all Consultants, suppliers, and business partners to share our commitment to quality and adhere to the same high standards.

Beneffrey Consulting's Quality Policy will be formally reviewed at least annually and whenever there is a significant organisational, contractual or legislative change.

Iain C. Steel
Director of Procurement & Business Transformation
31 August 2026

Responsibilities

The following defines the responsibilities to ensure that the objectives of the General Statement of Policy are achieved.

Director of Procurement & Business Transformation:
As a micro-SME with a single direct employee, management of this policy will be the responsibility of the directly employed Director of Procurement & Business Transformation, Iain Steel. Specifically, these responsibilities include:

- Leadership: Providing clear direction and support, ensuring that all quality-related processes and procedures are effective, efficient, and aligned with the principles of continuous improvement
- Process Ownership: Overseeing the ownership and documentation of key business processes, ensuring their effectiveness and compliance with this quality policy.
- Resource Allocation: Allocating adequate resources, including time and budget, to maintain and improve the quality-related processes and procedures.
- Monitoring and Review: Regularly reviewing at planned intervals, including at least annually, the performance of all quality-related processes and procedures to identify areas for improvement.
- Risk Management: Identifying and addressing risks and opportunities related to quality, ensuring proactive measures are taken to prevent issues.
- Communication: Facilitating communication regarding the quality policy and its objectives throughout the organisation.
- Collaboration and Advocacy: Encouraging Consultants to identify and report any activity that may be subject to this policy. Engaging external experts as necessary.
- Dealing with any queries on the interpretation of this policy.

Consultants:
All Consultants play a vital role in upholding and enhancing our commitment to quality. Consultants must:

- Adherence to Procedures: Following established procedures and processes relevant to their role diligently and consistently.
- Quality Awareness: Raising awareness of quality within their work, understanding the importance of quality in delivering value to our clients.
- Reporting Issues: Promptly reporting any quality-related concerns, non-conformities, or potential areas for improvement to the Director of Procurement & Business Transformation.
- Continuous Improvement: Actively participating in and supporting efforts to enhance the quality-related processes and procedures.

This policy does not form part of a directly employed Consultant's contract of employment and Beneffrey Consulting may amend it at any time to improve its effectiveness.

Customer Focus:

Our commitment to quality begins with our focus on our customers. To place the customer at the centre of our efforts and ensure we continually exceed their expectations, we will:

- Customer Feedback Collection: We recognise that customer feedback is an invaluable source of insights and improvement opportunities. We are dedicated to regularly collecting and analysing customer feedback. This feedback will serve as the foundation for enhancing the quality of our services. It will guide us in understanding their unique needs and expectations.
- Proactive Feedback Solicitation: We understand that open communication and active feedback mechanisms are essential for understanding and meeting customer needs. To proactively solicit customer feedback and ensure that their voices are heard, we will develop mechanisms tailored to the specific needs and preferences of our customers. We will make it as convenient as possible for customers to provide feedback on our services.
- Continuous Improvement: Customer feedback will not only be welcomed but embraced as an opportunity for growth. We are committed to using this feedback to drive continuous improvement in all aspects of our operations. Whether it relates to Consultant engagement, training, project assignments, procurement, or sub-contractor relationships, we will use customer feedback to enhance our processes and services.

Our dedication to Customer Focus goes beyond mere compliance; it is a fundamental part of our organisational culture. By actively seeking and valuing customer input, we aim to create lasting relationships, deliver exceptional value, and ensure that our services consistently align with customer needs and industry standards.

Complaints

Client complaints will be handled promptly, fairly and objectively. Complaints will be used as an opportunity to identify improvements to our services and quality management arrangements.

Leadership:

At Beneffrey Consulting, leadership is not just about setting the tone for quality; it's about fostering a culture of excellence and ensuring that every Consultant, whether directly employed or engaged by Beneffrey Consulting, is equipped with a clear understanding of their role, responsibilities, and authority within our quality-related processes and procedures.

We acknowledge that as a micro-SME with a single direct employee (at the time of writing), our operational approach is based on engaging a diverse group of independent Consultants. This flexibility enhances our capacity and capability in collaboration with our clients.

- Regular Meetings and Collaboration: Wherever practicable, we will engage in regular meetings with our Consultants, external advisors, and wider stakeholders. These meetings serve as platforms for reviewing our quality objectives, ensuring that they are in alignment with our organisational goals and the expectations of our clients. We value the input and expertise of our Consultants and actively seek their insights.
- Inclusivity and Participation: We actively encourage all Consultants to actively participate in quality initiatives. We believe that a collaborative approach enhances our collective ability to deliver high-quality services.
- Transparency and Communication: Effective leadership also entails transparent communication. We will ensure that all Consultants have access to information and resources necessary to understand our quality-related processes and procedures. This open and transparent communication fosters a sense of engagement and alignment with our quality objectives.
- Continuous Improvement: Our commitment to excellence extends to continuous improvement. We will actively seek opportunities to enhance our quality management processes and procedures, and we welcome input from all Consultants to identify areas for improvement.

- Innovation: We encourage innovation and the adoption of new technologies where these improve quality, efficiency or client outcomes without compromising professional standards or information security.

Through this approach to leadership and Consultant engagement, we aim to create a culture where every individual feels empowered and motivated to contribute to our pursuit of quality excellence. Our leadership style will be characterised by collaboration, inclusivity, and a shared commitment to our quality objectives.

Engagement of Consultants:

Engagement of our Consultants is critical to achieving and maintaining high-quality standards. We recognise that our Consultants, whether directly employed or otherwise engaged by Beneffrey Consulting, are essential contributors to our success. To promote their growth, engagement, and to drive quality excellence, we will:

- Debrief Exercises: Engagement is cultivated through open communication and learning. We are committed to undertaking debrief exercises with our Consultants and wider stakeholders. These exercises serve as valuable feedback mechanisms, fostering an environment of growth and collaboration. We will document these debriefs to capture insights, identify areas for improvement, and celebrate successes.
- Recognition and Reward: Outstanding contributions to quality deserve recognition. We will actively recognise and reward outstanding contributions from all our Consultants, regardless of their employment status. This recognition reinforces a culture of excellence, motivating individuals to consistently strive for quality excellence in all their endeavours.
- Inclusivity and Collaboration: We value the input and expertise of all our Consultants. We will create an inclusive environment where every Consultant feels heard and appreciated. Collaboration and sharing of insights will be encouraged to further enhance the quality of our services.
- Continuous Improvement: Our commitment to excellence extends to continuous improvement in engagement strategies. We will seek opportunities to refine our engagement processes and recognise outstanding contributions more effectively.

Process Approach:

Our commitment to quality requires a structured approach. We understand that to consistently deliver high-quality services, we must have well-defined and documented processes that align with our organisational goals. Wherever practicable, we will:

- Documentation of Key Processes: We will identify key processes within our organisation, and wherever practicable, we will document them comprehensively. This documentation serves as a foundation for ensuring that our operations are aligned with quality objectives and best practices.
- Regular Updates: To remain responsive to changing needs and industry standards, we will regularly review and update our documented processes. This ongoing improvement ensures that our processes adapt to emerging challenges and opportunities.
- Consistent Implementation: Documented processes are only effective when consistently followed. We are committed to ensuring that all our Consultants adhere to these processes to achieve desired outcomes consistently.
- Process Understanding: We recognise that understanding the importance of processes is essential. We will actively communicate the significance of these processes to all Consultants and stakeholders, fostering a culture where each individual knows how their role fits into the larger framework of our quality-related processes.

Improvement:

The principle of continuous improvement is foundational to our quality-related processes and procedures. We understand that the pursuit of excellence is an ongoing process. To achieve this, we will:

- Root Cause Analysis and Corrective Actions: When a non-conformity arises, we will not only address the immediate issues but also conduct thorough root cause analysis. This analysis allows us to identify the underlying causes of non-conformity and prevent their recurrence. Root cause analysis will be proportionate to the significance and impact of the issue identified. We will implement corrective actions promptly and effectively to ensure that the same issues do not reoccur. Corrective actions will be monitored to confirm they have been effectively implemented and have prevented recurrence where reasonably practicable.
- A Culture of Active Improvement: We will foster a culture where all Consultants actively seek opportunities for improvement. We believe that every individual plays a vital role in enhancing our quality-related processes and procedures.
- Structured Approach to Improvement: To establish a structured approach to identifying, prioritising, and implementing improvement opportunities. We recognise that improvement efforts should be methodical and aligned with our quality objectives.
- Collaboration and Learning: We will actively promote collaboration among Consultants, encouraging them to share insights and best practices.
- Continuous Learning and Training: To support our culture of excellence, we will invest in continuous learning and training for directly employed Consultants. This ensures that they have the necessary skills and knowledge to contribute effectively to improvement initiatives.
- Quality Objectives: Beneffrey Consulting will establish proportionate quality objectives, review progress periodically and use these objectives to drive continuous improvement across our services.
- Lessons Learned: Lessons learned from completed projects, client feedback and internal reviews will be documented where appropriate and used to improve future service delivery.
- Non-Conformities: Where non-conformities are identified, Beneffrey Consulting will record the issue where appropriate, investigate the underlying cause, implement corrective action and review the effectiveness of those actions.

Evidence-Based Decision Making:

Informed decisions are crucial to achieving desired quality outcomes. To uphold this principle, Beneffrey Consulting will collect and analyse data from various sources to support decision-making processes:

- Data Collection: We will gather data from a variety of sources relevant to our operations, including but not limited to Consultant engagement, training, project assignments, procurement, and sub-contractor relationships.
- Data Analysis: We will employ robust data analysis techniques to derive meaningful insights. This analysis will help us make informed choices and steer our quality-related processes and procedures in the right direction.
- Regular Data Review: Data is only valuable when it is current and accurate. We will conduct regular reviews of our data sources to ensure relevance, accuracy, and reliability.
- Performance Measurement: Beneffrey Consulting will use appropriate performance indicators, such as client feedback, repeat business, project outcomes, complaints and lessons learned, to monitor the effectiveness of its quality management arrangements.

Use of Artificial Intelligence

Where Artificial Intelligence (AI) tools are used to support research, drafting or analysis, outputs will be reviewed by an appropriately competent individual before being relied upon or issued to clients.

Organisational Knowledge

Beneffrey Consulting will seek to capture and retain organisational knowledge gained through consultancy assignments, client feedback, training and lessons learned in order to support continuous improvement and maintain service quality.

Quality-related procedures, templates and records will be reviewed periodically to ensure they remain current, accurate and appropriate for the activities undertaken.

Quality in Consultancy Services

Beneffrey Consulting will seek to ensure that procurement advice, tender documentation, evaluation support, training and consultancy services are delivered using documented methodologies, peer review where appropriate and proportionate quality assurance processes.

Relationship Management:

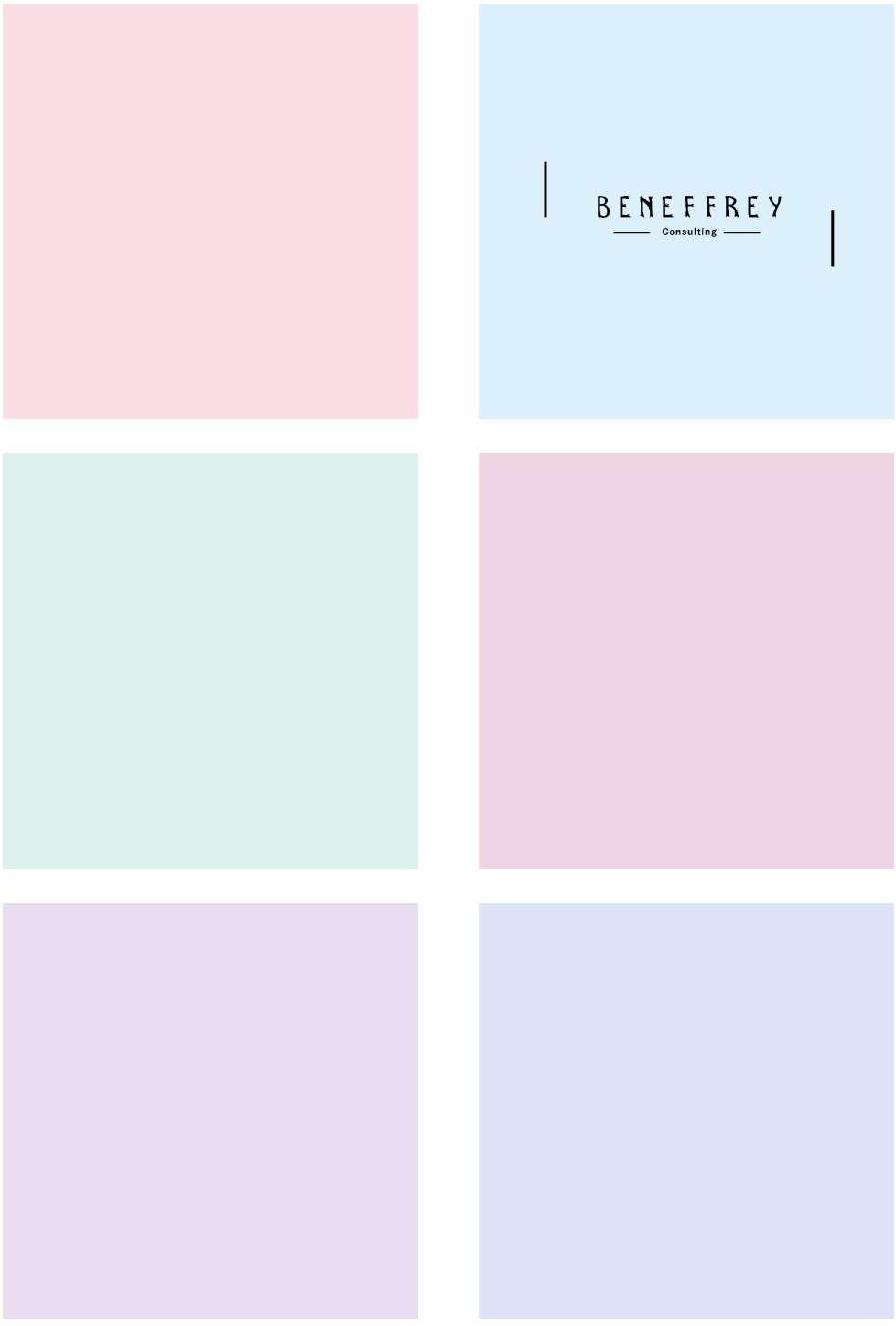
We recognise that our relationships with Consultants, clients, suppliers, and other stakeholders significantly influence our ability to deliver quality services. To harness the potential of these relationships and ensure the continuous improvement of our quality-related processes and procedures, we commit to the following:

- Establishing Key Supply Chain Relationships: We acknowledge the importance of establishing and nurturing key supply chain relationships. These relationships enable us to streamline our operations, enhance efficiency, and maintain high-quality standards.
- Regular Performance Assessment: Performance will be assessed using criteria appropriate to the services provided, including quality, responsiveness, competence, reliability, information security and compliance with contractual requirements.
- Effective Collaboration: Collaboration is at the heart of delivering quality services. We will collaborate effectively with all parties involved in our projects, including Consultants, clients, suppliers, and stakeholders.
- Fostering Strategic Partnerships: We aim to foster strategic partnerships with key suppliers and stakeholders. These partnerships create a mutually beneficial relationship where both parties are dedicated to driving quality improvements and delivering exceptional value.

Risk Management

Beneffrey Consulting recognises that effective risk management is essential for maintaining and enhancing the quality of our services. We are committed to systematically identifying, assessing, and mitigating risks and opportunities related to quality throughout all our activities.

- Risk Identification: We will proactively identify both risks and opportunities that may affect the quality of our services, encompassing all aspects of our operations, including but not limited to Consultant engagement, training, project assignments, procurement, and sub-contractor relationships.
- Risk Assessment: We will assess identified risks for their potential impact on quality and prioritise them based on their significance. This assessment will consider both the likelihood of occurrence and the potential consequences.
- Risk Mitigation: For high-priority risks, we will develop and implement mitigation strategies to prevent or minimise their adverse effects on quality. These strategies will include specific action plans, responsibilities, and timelines.
- Risk Monitoring: We will continuously monitor the effectiveness of our risk mitigation efforts and adjust strategies as needed. Regular reviews and updates will be conducted to reflect changing circumstances and emerging risks.
- Opportunity Identification: We will not only focus on risk mitigation but also actively seek opportunities for improvement and innovation that can enhance our quality-related processes and procedures.
- Integration: The risk management process will be integrated into our broader quality-related processes and procedures, ensuring that it aligns with our quality objectives and the principles outlined in this Quality Policy.
- Change Management: Significant organisational, technological or contractual changes will be planned and implemented in a controlled manner to minimise disruption and maintain service quality.



Any reference in this document to ‘BCL’, ‘Beneffrey’ or ‘Beneffrey Consulting’ is to be construed as a reference to the entity Beneffrey Consulting Ltd.

Beneffrey Consulting Ltd is a private limited company registered in Scotland, company registration number SC770479

https://beneffrey.com/contact.html

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