



D2's Quality Policy

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Document Control Sheet and Version History

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1.0	14/11/2023	David Diesbergen	
2.0	20/08/2024	Troy Lancaster	Complete re-write of the policy to align with ISO 9001:2015 and the clarify D2's Quality Management System.
3.0	18/09/2024	Troy Lancaster	Updated document to include Quality objectives and audit feedback.
4.0 & 5.0	24/09/2024	Troy Lancaster	Updated Quality objectives with measurable criteria. Clarified scope of QMS.
6.0	11/10/2024	Troy Lancaster	Updated to incorporate in feedback from the external ISO 9001 audit including clarifying how D2 identifies changes to the internal and external context; as well as incorporating in a new section on Climate Change (new ISO requirement for Clause 4).
7.0	21/11/2024	Troy Lancaster	Updated the wording in the policy to synergise to demonstrate the quality policy applies to all sector requirements and also included a specific statement on RISQS to enable processes to be streamlined and the RISQS Quality Manual to be removed.

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Contents

1.	Purpose of the Quality Policy	3
2.	Scope of the Quality Management System	3
3.	D2's Organisational context	3
3.1	Understanding the internal and external factors that shapes the business's strategic direction 3	
3.2	D2 and Climate Change	4
3.3	Relevant interested parties	4
4.	Quality objectives	4
5.	Leadership	5
5.1	D2 Executive Team support and commitment	5
5.2	Roles and Responsibilities Associated with the Quality Management System	5
6.	Planning	6
6.1	Management of business/quality risks opportunities and objectives	6
6.2	Managing changes to the Quality Management System	6
7.	Support	6
8.	Operation	7
9.	Performance Evaluation	7
10.	Continuous Improvement	7
11.	Summary of D2's Quality Management System and the associated policies	8
11.1	All Sectors	8
11.2	Sector specific quality arrangements	9
	Appendix A - Applicable legislation to D2	10
	Appendix B – Assessment of Interested Parties needs and expectations	12

1. Purpose of the Quality Policy

The purpose of this quality policy is to define D2 commitment to delivering exceptional programme management solutions across multiple sectors. Our focus is on meeting or exceeding client expectations, ensuring compliance with legal and regulatory requirements, and fostering a culture of continuous improvement.

2. Scope of the Quality Management System

The scope of our Quality Management System (QMS) covers D2's Programme Management Services to its end users which includes Clients, consultants/designers, and/or construction contractors. It encompasses all processes, resources, and personnel involved in delivering our services and it applies to all sectors and countries in which we operate, ensuring consistent quality and client satisfaction.

3. D2's Organisational context

3.1 Understanding the internal and external factors that shapes the business's strategic direction

Understanding the internal and external context is crucial for D2. We assess factors such as market trends, technological advancements, and legal requirements, to ensure our QMS remains effective.

We identify and manage internal factors that could impact the business via:

- **Internal governance** - D2 has a clear business governance structure in the form of Operations Reviews, Contract Status Reviews & Finance Reviews. This governance structure allows the business to identify, manage, and monitor any internal issues.

We identify and manage of external factors such as changes to legislation that could impact the business via:

- **Professional bodies** - D2 is a Corporate Partner of the Association for Project Management (APM) which is the main professional body for project and programme management in the UK. Our Delivery Manual is aligned to the APM's Body of Knowledge v7 (BoK 7) ensuring the business keeps up to date with external influences and adapting its policies and standards. Our Competency Framework is also aligned to the APM's 3rd Ed Competency Framework ensuring D2 keep its staff current and competent aligned to external accreditations.
- **Professional body conferences** - D2 actively encourages its senior leadership team and other members of D2 to attend conferences to gain insight into changes to the external context and how best to manage and adapt to these changes. D2 also has active Fellows in the APM who attend conferences and feedback to the business on current affairs making changes to the business where applicable.
- **Industry bodies** - D2's main revenue stream is currently in Rail. D2's Senior Leadership team are active Corporate Members of the Railway Industry Association (RIA) for their regions. RIA provide industry updates through emails, regularly leadership conferences and events with Network Rail as the industry's main client. As D2 expands into other markets will apply the same principle via becoming activity members of the various industry associations.

We consider both the internal and external influences to our business during our monthly business governance meetings and during our Management Review meetings. The output from this is evidenced as part of any actions we capture, monitor and address within our business governance and management meetings as well as our proactive management of business risks and opportunities as evidenced through our business risk and opportunity register.

In addition to this, D2 holds a comprehensive review of our performance and the internal/external factors affecting the business as part of its annual Business Planning workshops. The output of these workshops helps define the

business/quality objectives which are contained in the Business Plan and monitored through our Key Performance Indicators.

We maintain and retain the following documented information that describes our organisational context:

- The D2 Business plan which includes details on:
 - The business, its purpose, its mission, its strategy and its objectives.
 - An assessment of our customers, markets and competitors.
 - Our business governance model and meeting cadence.
 - Our business/quality objectives and associated key performance indicators.
- Key legislation applicable to D2's business as contained in **Appendix A** of this document.
- The Delivery Manual - this defines how we win and deliver our works as a programme management solutions organisation.
- The Business Operations Risk Review meeting and associated business risk register which reviews and manages business risks related to our strategy, objectives and the wider statutory and regulatory environment that we operate within.
- Reports, minutes and actions of our key meetings and audits.

3.2 D2 and Climate Change

D2 is a programme management solutions consultancy company so its services are not directly impacted by Climate Change. However, D2 is committed to reducing the impact of Climate Change via achieving Net Zero emissions by 2035 and carbon negative by 2050. For further details please refer to our Carbon Reduction Plan.

3.3 Relevant interested parties

D2 recognises that we have a unique set of interested parties whose needs and expectations change and develop over time. We also recognise that only a limited set of their respective needs and expectations are applicable to our operations or to the way we delivery our works. The assessment of interested parties, their needs and expectations and any applicable D2 procedures to meet their needs is shown in **Appendix B**. Specific details of D2's Customers and markets is also specified in the Business Plan with the associated market analysis.

As highlighted in the previous section D2 keeps up to date with key interested parties needs and requirements through its professional memberships with the APM and also with RIA. As part of our internal Governance Contract Gateways specified in the Delivery Manual, we review questions around the specific needs of our clients at both the bidding/proposal stage. In delivery we capture any specific Client and/or interested party needs as part of our Framework Management Plans and Project Execution Plans. In addition, we also proactively seek Client feedback on our performance in delivery. D2 does this through its Client Relationship Management Policy which proactively seeks Client feedback for D2's service provision.

4. Quality objectives

D2 is committed to delivering excellence in all aspects of our operations. To this end, we have established the following quality objectives:

- **Client Satisfaction** - We strive to maintain high levels of client satisfaction by consistently exceeding expectations and delivering value-added services. Our aim is to foster long-term partnerships built on trust and mutual success. This is measured through capturing Client feedback with the target of achieving 4 / 5.
- **Team Competence** - We are dedicated to maintaining a highly competent team through our Career Path & Competency Frameworks, professional development, training, and knowledge sharing. Our goal is to ensure our staff and our subcontractors possess the skills and expertise necessary to deliver exceptional results. This is measured through the number of hours spent on training, person development plans, and feedback as part of D2's competency review process.
- **Service Quality** - We are committed to providing consistent, high-quality services through adherence to our Delivery Manual. The manual outlines our best practices and standardised procedures, ensuring uniformity and excellence across all our projects and engagements. This is measured through our Client satisfaction scores and internal audit processes.

These objectives form the cornerstone of our quality management system and reflect our unwavering commitment to continuous improvement. We regularly review our performance against these objectives to drive ongoing enhancements in our processes, services, and overall client experience.

5. Leadership

5.1 D2 Executive Team support and commitment

Leadership at D2 is committed to embedding a quality-focused culture. D2's Executive Team ensures the quality policy is communicated, understood, and implemented throughout the organisation. They provide the necessary resources and support to achieve our quality objectives and drive continuous improvement.

5.2 Roles and Responsibilities Associated with the Quality Management System

The roles and responsibilities associated with our QMS is summarised below. D2's Internal Auditor oversees the implementation and maintenance of the QMS, ensuring compliance with ISO 9001:2015 standards and wider industry standards. The Executive Team is accountable for the QMS's effectiveness and integration into business processes. Process owners are responsible for ensuring their teams understand and adhere to quality requirements. All staff are expected to contribute to maintaining service quality and achieving our quality objectives.

Role	Responsibility
Executive Team	Accountable for the quality performance of the QMS; provide leadership and direction; establish and communicate the quality policy and objectives; ensure the alignment and integration of the QMS with the business processes; delegate the authority and responsibility for the QMS to D2's Internal Auditor.
Internal Auditor(s)	Oversee the planning, execution, and evaluation of the QMS; ensure the effectiveness and conformity of the QMS to the ISO 9001:2015 standard and wider industry standards/requirements. The role is to coordinate and communicate with the other managers and employees involved in the QMS; report to the Executive Team on the performance and improvement of the QMS.

Internal Quality Team / process and policy owners	Assist in the documentation, monitoring, measurement, analysis, and improvement of the QMS; liaise with the external auditors, customers, and stakeholders as needed; support the Internal Auditor and the other employees and partners in the implementation and maintenance of the QMS.
Other Managers	Manage the processes and resources under their scope of responsibility; ensure the compliance and effectiveness of the processes and resources to the QMS requirements and objectives; support and motivate the employees and partners to participate and contribute to the QMS; report to the Internal Auditor on the performance and improvement of the processes and resources.
Other Employees and Partners	Perform the tasks and activities assigned to them according to the QMS requirements and objectives; participate and contribute to the QMS; suggest improvements and innovations; provide feedback and input to the QMS.

6. Planning

6.1 Management of business/quality risks opportunities and objectives

Planning is a critical component of our QMS, ensuring that we anticipate and address potential challenges and opportunities. We proactively identify and manage risks and opportunities that could impact our QMS's performance as part of our Business Operations Review meeting held monthly. This approach ensures we can consistently deliver high-quality services. Our business quality objectives and associated KPIs are aligned with our strategic goals and are defined in our Business Plan. These objectives are regularly reviewed to ensure they remain relevant and achievable.

6.2 Managing changes to the Quality Management System

Our commitment to managing changes within our QMS reflects our dedication to continuous improvement and excellence. We recognise that changes may arise from customer feedback, internal audits, or strategic developments, and we approach these with a structured and systematic method. Each proposed change is reviewed and agreed as part of the business governance meetings. If the change is approved, a plan is put in place to deliver the change. This includes evaluating the risks and opportunities of the change to ensure alignment with our organisational objectives and the integrity of our QMS. To deliver the change we allocate the necessary resources and assign responsibilities to ensure effective implementation.

Communication is paramount, and we ensure that all applicable stakeholders are informed and engaged through clear and timely messaging. Where applicable this is briefed to the business as part of our Team Briefings. Where needed, we also provide training to equip our team with the skills required to adapt to new processes or roles. Post-implementation, we assess the effectiveness of changes and leverage any lessons learned for further refinement. This approach ensures our QMS remains robust, enabling us to consistently deliver high-quality products and services that meet or exceed customer expectations.

7. Support

Supporting our QMS involves ensuring that our resources, infrastructure, and documented information are effectively managed. We provide the necessary resources, training, and support to enable our employees and partners to implement and maintain our QMS and to achieve our quality objectives. We ensure that our employees and partners are competent, aware, and motivated to contribute to our quality improvement.

Our IT infrastructure supports our QMS by providing reliable and secure systems that facilitate efficient operations. We also maintain a conducive office environment that supports the effective implementation of our QMS.

We ensure documented information is controlled, accurate, accessible, and up-to-date, supporting the effective functioning of our QMS. We provide the relevant information and communication to our employees and partners and to our customers and stakeholders as needed.

8. Operation

Operational planning and control are essential for ensuring that our services meet client requirements and are delivered efficiently. Our Delivery Manual defines how we manage and control our activities and resources as interrelated processes that deliver value to our customers and stakeholders. Our Delivery Manual specifies the end-to-end governance arrangements and delegated levels of authority for the entire contract lifecycle. This ensures a consistent and effective approach to how we win work, and how we plan, delivery, control, and evaluate our contracts and projects to meet the requirements and expectations of our customers and stakeholders.

We establish and maintain mutually beneficial relationships with our customers, suppliers, and other interested parties following our supplier management policies and our Client Relationship Management policy.

9. Performance Evaluation

We conduct regular performance evaluations of our QMS through internal audits and management reviews. We also monitor, measure, and analyse our performance against our business/quality objectives and KPIs through our monthly governance meetings with Senior Management. We also seek feedback from our customers and stakeholders to evaluate our performance and satisfaction. We use the results of these audits and feedback to identify opportunities for improvement and to implement corrective and preventive actions where required.

Our annual business planning process includes a full review of our performance and the internal/external environment to help reevaluate the strategic direction of the business and the associated quality objectives to ensure they continue to be fit for purpose and align with our strategic direction.

10. Continuous Improvement

We are committed to continually improving our QMS and our quality performance. We use the data and information from our performance evaluation and audits to support our decisions and actions for improvement. Any Major, Minor or Opportunities for Improvement are captured and monitored as part of our Corrective Action register which is reviewed monthly as part of the business governance cadence.

We also encourage innovation and creativity among our employees and partners to enhance our effectiveness and efficiency. Anyone in the business can raise an idea for improvement through D2's Challenge Statement initiative. The idea will then be reviewed on a monthly-basis and prioritised by an internal cross-functional panel of D2 employees known as the D2 Steering Group, chaired by one of D2's Senior Management Representatives. The Challenge State Steering Group then turn the idea into a business and then a improvement project. These projects are then monitored and tracked as part of the Challenge Statement Working Group until successful completion. The return on investment of the improvement projects is tracked as part of the business quality objectives.

11. Summary of D2's Quality Management System and the associated policies

11.1 All Sectors

The table below summarises the applicable D2 Documentation and policies that form D2's QMS.

Item	ISO 9001:2015 Clause requirements	Applicable documentation in D2's Quality Management System
1	<p>Clause 4: Context of the organisation This clause requires organisations to determine external and internal issues relevant to their purpose and strategic direction. It involves understanding the needs and expectations of interested parties and defining the scope of the Quality Management System (QMS).</p>	<ul style="list-style-type: none"> • Annually produced Business Plan • Delivery Manual • Key Performance Indicators as defined within the Business Plan • Carbon Reduction Plan
2	<p>Clause 5: Leadership Leadership is crucial in ISO 9001:2015. D2's Executive Team (top management) must demonstrate leadership and commitment by establishing a quality policy, setting quality objectives, and ensuring responsibilities and authorities are communicated and understood throughout the organisation.</p>	<ul style="list-style-type: none"> • Annually produced Business Plan • Delivery Manual • Business briefings included Team briefs
3	<p>Clause 6: Planning This clause involves planning actions to address risks and opportunities, setting quality objectives, and planning changes to the QMS. It ensures that the QMS can achieve its intended outcomes and improve continuously.</p>	<ul style="list-style-type: none"> • Business risk & opportunity register • Annually produced Business Plan (business objectives) • KPIs
4	<p>Clause 7: Support Support includes managing resources, ensuring personnel competence, and maintaining documented information. It covers the infrastructure and work environment necessary for the QMS, emphasising communication and awareness.</p>	<ul style="list-style-type: none"> • Resourcing and Competency Policy • Capability Career Path & Competency Frameworks • Knowledge share SharePoint site • Team briefs • IT - Business Continuity Plan Policy • IT - Device Group Policy • IT - Privilege Access and Password Policy • IT - IT Audit Policy • Business Document Management Policy • Quality Management Library
5	<p>Clause 8: Operation This clause focuses on operational planning and control, including requirements for product and service provision, design and development, and control of external providers. It ensures that processes are in place to meet customer requirements consistently.</p>	<ul style="list-style-type: none"> • Delivery Manual including Contract Lifecycle Management, Delegated Levels of Authority, Gateway Reviews, Framework Management Plans & Project Execution Plans • Supply Management Policy
6	<p>Clause 9: Performance Evaluation Organisations must monitor, measure, analyse, and evaluate the performance of the QMS. This includes conducting</p>	<ul style="list-style-type: none"> • Annually produced Business Plan • KPI dashboard • Executive Team action tracker • Client feedback forms/scores

	internal audits and management reviews to ensure the QMS's effectiveness and identify areas for improvement.	<ul style="list-style-type: none"> • Audit Policy • Audit Schedule • Formal Management Reviews such as the annual business planning workshops
7	<p>Clause 10: Improvement</p> <p>This clause emphasises continual improvement of the QMS. It involves identifying opportunities for improvement, addressing nonconformities, and implementing corrective actions to enhance the QMS's performance.</p>	<ul style="list-style-type: none"> • Audit Policy • Audit Schedule • Challenge Statement / Continuous Improvement Policy

11.2 Sector specific quality arrangements

Rail

To work in the rail sector, rail suppliers are required to be accredited to the Railway Industry Supplier Qualification Scheme (RISQS). This helps the rail industry achieve its efficiency, safety and sustainability objectives. It does this by reducing supply chain risk: ensuring businesses have the capabilities they claim, and the processes to apply their capabilities safely in the rail environment. The majority of rail related requirements are incorporated within D2's QMS. For rail specific requirements or documentation these are captured in D2's document library and are denoted with D2-UK-RAIL-[File name].

Appendix A - Applicable legislation to D2

The table below summarises the key legislation applicable to D2's business in addition to the relevant D2 Policy and/or procedure. Where deemed as business priority there is also mandated training.

Item	Legislation	D2 procedural references	Applicable D2 mandated training
1	Rail industry standards on Drugs & Alcohol Network Rail Company Standard NR/GN/CPR/401 Guidance on Contractual H&S Requirements – Safety, Network Rail Company Standard NR/L1/OHS/051 Testing for Drugs and Alcohol, Railway Group Standard RIS-8070-TOM Drugs and Alcohol and	Alcohol & Drugs Policy Statement RISQS specific documentation	
2	Modern Slavery Act 2015	UK Modern Slavery Act 2015 Policy Statement	
3	The Bribery Act 2010	Bribery, Fraud and Malpractice Policy Statement	Anti-bribery & corruption
4	Civil Contingencies Act 2004	Business Continuity Policy Statement	
5	Control of Substances Hazardous to Health Regulations 2002 (COSHH)	Control of Substances Hazardous to Health Policy Statement	
6	Environmental Protection Act 1990	Environmental Policy Statement	
7	Equality Act 2010: Prevention of discrimination in the workplace	Equal Opportunities Policy Statement Equality & Diversity Policy Statement Social Value Policy	
8	Data Protection Act 2018 and UK GDPR: Data protection and privacy	General Data Protection Regulation (GDPR) Privacy Policy	Understanding GDPR Cyber security best practices
9	Health and Safety at Work etc. Act 1974: Workplace safety and health Management of Health and Safety at Work Regulations 1999	Health, Safety and Welfare Policy Statement	

10	Occupational Health and Safety Act (2004)	Occupational Health Policy Statement	
11	Climate Change Act 2008: Carbon reduction commitments	D2 Carbon Reduction Policy	
12	The Fire Safety (England) Regulations 2022	Fire Safety policy	
13	Employment Rights Act 1996: Employment terms and conditions	D2 Recruitment procedure	
14	Money Laundering, Terrorist Financing and Transfer of Funds Regulations 2017: Financial compliance	Business Ethics Policy	Anti-money laundering
15	Safety (Display Screen Equipment) Regulations 1992	Display Screen Equipment procedure	

Appendix B – Assessment of Interested Parties needs and expectations

Item	Interest party	Their needs and expectations	D2 procedural references, activities and/or accreditations
1	Our clients & customers	<ul style="list-style-type: none"> Quality, price, and delivery of services Help reduce the impact of Climate change via working towards net zero carbon emissions by 2050. 	<ul style="list-style-type: none"> The D2 Delivery Manual Client Relationship Management Policy D2's Carbon Reduction Plan Rail Clients - RISQS specific documentation for RISQS accreditation
2	Team members / Employees	<p>Rewarding and inclusive work environment that makes people feel safe and valued</p> <p>Relevant training and development for role.</p> <p>Promotion, recognition and reward.</p>	<ul style="list-style-type: none"> HR & People policies Office Management policies 5% Club Member Disability Confident Employer Level 2 HR Resource & Competence Policy defining D2's approach to clear development. Internal - Real Living Wage Accredited Employer
3	Senior Managers	<p>Increased growth and profitability of the business.</p> <p>Improved efficiency of business operations.</p> <p>Mitigation of any business risks.</p>	<ul style="list-style-type: none"> Business Plan Audit policies Governance and management reviews Business risk register
4	Statutory & Regulatory bodies	Compliance with applicable requirements and industry standards.	<ul style="list-style-type: none"> Railway Industry Supplier Qualification Scheme (RISQS) Qualified Cyber Essential Certificate of Assurance ISO 9001 Quality Management Certification Health & Safety Policies GDPR Policy

			<ul style="list-style-type: none"> • Membership of Professional Bodies such as the APM • Memberships of Industry Bodies such as RIA
5	Local Communities	Providing social value to the local community - local employment, STEM events, local purchase and so on.	<ul style="list-style-type: none"> • Social Value Strategy • D2 supports work experience opportunities • Supply chain - Real Living Wage Accredited Employer