



GMCS GROUP GLOBAL QUALITY ASSURANCE POLICY

Reviewed and affirmed at annual GMCS GROUP Meeting

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I. BACKGROUND

GMCS GROUP unites regional companies under the same commitment to Quality and Sustainability.

This GLOBAL QUALITY ASSURANCE POLICY is an update of the original policy document issued by the Group in 2004. Adoption of a quality management system was a strategic decision that helped GMCS improve its overall performance and provided a sound basis for our sustainable development initiatives.

Since then this policy has been fully established, implemented, maintained and is being continually improved. It continues to guide GMCS GROUP in all of its activities ensuring consistent quality of our services across the practice groups and regional divisions.

GMCS GLOBAL QUALITY ASSURANCE POLICY is now based on ISO 9001:2015 standards and adopted to the GMCS GROUP operating procedures.

II. APPLICABILITY

This GLOBAL QUALITY ASSURANCE POLICY is applicable to all the entities operating under GMCS GROUP brand worldwide (hereinafter, a “GMCS company”). The Senior Manager of each GMCS Company is responsible for ensuring that each employee and long-term contractor of the company:

- Reads and understands this Policy, and
- Fully complies with this Policy in performing his or her professional duties.

This Policy is reviewed, revised (if necessary) and affirmed at each annual meeting of GMCS Group.

III. QUALITY ASSURANCE PRINCIPLES

These principles are basic beliefs that have a major influence on the way in which we operate. The fundamental beliefs, norms, rules and values embodied in this Policy are accepted by our employees and exemplified by our management.

Principle 1. CLIENT FOCUS

The primary focus of quality management is to meet our client’s requirements and to strive to exceed their expectations.

Why we do it: Sustained success is achieved when an organization attracts and retains the confidence of clients and other interested parties. Every aspect of client interaction provides an opportunity to create more value for the client. Understanding current and future needs of our clients and other interested parties contributes to sustained success of our organization.

Key benefits:

- Increased client value

- Increased client satisfaction
- Improved client loyalty
- Enhanced repeat business
- Enhanced reputation of GMCS
- Expanded client base
- Increased revenue and market share

How we do it:

- Recognize direct and indirect clients as those who receive value from GMCS.
- Understand clients' current and future needs and expectations.
- Link GMCS's objectives to client needs and expectations.
- Communicate client needs and expectations throughout GMCS.
- Plan, design, develop, produce, deliver and support goods and services to meet client needs and expectations.
- Measure and monitor client satisfaction and take appropriate actions.
- Determine and take actions on interested parties' needs and expectations that can affect client satisfaction.
- Actively manage relationships with clients to achieve sustained success.

Principle 2. LEADERSHIP

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving GMCS's quality objectives.

Why we do it: Creation of unity of purpose and direction and engagement of people enable an organization to align its strategies, policies, processes and resources to achieve its objectives.

Key benefits:

- Increased effectiveness and efficiency in meeting GMCS's quality objectives
- Better coordination of GMCS's processes
- Improved communication between levels and functions of GMCS
- Development and improvement of the capability of GMCS and its people to deliver desired results

How we do it:

- Communicate GMCS's mission, vision, strategy, policies and processes throughout GMCS.

- Create and sustain shared values, fairness and ethical models for behaviour at all levels of GMCS.
- Establish a culture of trust and integrity.
- Encourage an organization-wide commitment to quality.
- Ensure that leaders at all levels are positive examples to people in GMCS.
- Provide people with the required resources, training and authority to act with accountability.
- Inspire, encourage and recognize people's contribution.

Principle 3: ENGAGEMENT

Competent, empowered and engaged people at all levels throughout GMCS are essential to enhance its capability to create and deliver value.

Why we do it: To manage an organization effectively and efficiently, it is important to involve all people at all levels and to respect them as individuals. Recognition, empowerment and enhancement of competence facilitate the engagement of people in achieving GMCS's quality objectives.

Key benefits:

- Improved understanding of GMCS's quality objectives by people in GMCS and increased motivation to achieve them
- Enhanced involvement of people in improvement activities
- Enhanced personal development, initiatives and creativity
- Enhanced people satisfaction
- Enhanced trust and collaboration throughout GMCS
- Increased attention to shared values and culture throughout GMCS

How we do it:

- Communicate with people to promote understanding of the importance of their individual contribution.
- Promote collaboration throughout GMCS.
- Facilitate open discussion and sharing of knowledge and experience.
- Empower people to determine constraints to performance and to take initiatives without fear.
- Recognize and acknowledge people's contribution, learning and improvement.
- Enable self-evaluation of performance against personal objectives.

- Conduct surveys to assess people's satisfaction, communicate the results, and take appropriate actions.

Principle 4: PROCESS APPROACH

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

Why we do it: The quality management system consists of interrelated processes. Understanding how results are produced by this system enables an organization to optimize the system and its performance.

Key benefits:

- Enhanced ability to focus effort on key processes and opportunities for improvement
- Consistent and predictable outcomes through a system of aligned processes
- Optimized performance through effective process management, efficient use of resources, and reduced cross-functional barriers
- Enabling GMCS to provide confidence to interested parties as to its consistency, effectiveness and efficiency

How we do it:

- Define objectives of the system and processes necessary to achieve them.
- Establish authority, responsibility and accountability for managing processes.
- Understand GMCS's capabilities and determine resource constraints prior to action.
- Determine process interdependencies and analyse the effect of modifications to individual processes on the system as a whole.
- Manage processes and their interrelations as a system to achieve GMCS's quality objectives effectively and efficiently.
- Ensure the necessary information is available to operate and improve the processes and to monitor, analyse and evaluate the performance of the overall system.
- Manage risks that can affect outputs of the processes and overall outcomes of the quality management system.

Principle 5: CONTINUOUS IMPROVEMENT

Successful organizations have an ongoing focus on improvement.

Why we do it: Improvement is essential for an organization to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities.

Key benefits:

- Improved process performance, organizational capabilities and customer satisfaction
- Enhanced focus on root-cause investigation and determination, followed by prevention and corrective actions
- Enhanced ability to anticipate and react to internal and external risks and opportunities
- Enhanced consideration of both incremental and breakthrough improvement
- Improved use of learning for improvement
- Enhanced drive for innovation

How we do it:

- Promote establishment of improvement objectives at all levels of GMCS.
- Educate and train people at all levels on how to apply basic tools and methodologies to achieve improvement objectives.
- Ensure people are competent to successfully promote and complete improvement projects.
- Develop and deploy processes to implement improvement projects throughout GMCS.
- Track, review and audit the planning, implementation, completion and results of improvement projects.
- Integrate improvement considerations into the development of new or modified goods, services and processes.
- Recognize and acknowledge improvement.

Principle 6: EVIDENCE-BASED DECISION MAKING

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

Why we do it: Decision making can be a complex process, and it always involves some uncertainty. It often involves multiple types and sources of inputs, as well as their interpretation, which can be subjective. It is important to understand cause-and-effect relationships and potential unintended consequences. Facts, evidence and data analysis lead to greater objectivity and confidence in decision making.

Key benefits:

- Improved decision-making processes
- Improved assessment of process performance and ability to achieve objectives
- Improved operational effectiveness and efficiency
- Increased ability to review, challenge and change opinions and decisions

- Increased ability to demonstrate the effectiveness of past decisions

How we do it:

- Determine, measure and monitor key indicators to demonstrate GMCS performance.
- Make all data needed available to the relevant decision-makers.
- Ensure that data and information are sufficiently accurate, reliable and secure.
- Analyse and evaluate data and information using suitable methods.
- Ensure that decision-makers are competent to analyse and evaluate data as needed.
- Make decisions and take actions based on evidence, balanced with experience and intuition.

Principle 7: RELATIONSHIP MANAGEMENT

For sustained success, we must manage our relationships with care and respect.

Why we do it: Our counterparties – clients, sub-contractors, partners, suppliers – influence our performance. Sustained success is more likely to be achieved when GMCS manages relationships with all of its counterparties to optimize their impact on its performance.

Key benefits:

- Enhanced performance of GMCS and its partners through responding to the opportunities and constraints related to each interested party
- Common understanding of goals and values
- Increased capability to create value by sharing resources and competence and managing quality-related risks
- Well-managed relationships with sub-contractors ensure stable quality of our services

How we do it:

- Determine relevant interested parties (such as suppliers, partners, customers, investors, employees, and society as a whole) and their relationship with GMCS.
- Determine and prioritize interested party relationships that need to be managed.
- Establish relationships that balance short-term gains with long-term considerations.
- Pool and share information, expertise and resources with relevant interested parties.
- Measure performance and provide performance feedback to interested parties, as appropriate, to enhance improvement initiatives.
- Establish collaborative development and improvement activities with suppliers, partners and other interested parties.
- Encourage and recognize improvements and achievements by suppliers and partners.