

1. PURPOSE AND SCOPE

This policy sets out how we will achieve the high standards of quality that people expect from the Bristol & Avon Group. It applies to all employees and cascades to all functions of the business to influence our operating way such that continuous measurable improvement remains a natural behaviour in our work.

The policy also extends to third party organisations that collaborate alongside us: contractors, suppliers, business partners and other professionals so that our values, policies, procedures and objectives remain consistent and continuous irrespective of our methods for delivery.

2. COMMITMENT

The management team of the Bristol & Avon Group are totally committed to putting customers' needs at the heart of the company's services design and at the forefront of service delivery. Our policy ensures that leadership is focused on service excellence; internally among our teams and external to everyone that comes into contact with our work.

3. QUALITY VALUES

Our values for quality direct the business and guide our culture and behaviour according to four pillars, which define our ethos for quality and influence the way in which we go about our work. We aim to continually be:

- Compliant and observant with applicable legislation in our operating way
- Commercially aware and competent in our approach to service delivery
- Considered and driven on insight and what 'feels right' to align service with customer needs
- Committed with dedication and tenacity to get it right

4. POLICY OBJECTIVES

It's not so much about what we do but how we go about it that determines our service quality. Everything that we do is built on doing the right things in the right way, so every aspect of our business has an important role. How we answer the phone to how we dress and behave; our visibility in the public domain through to our engagement with customers, and creating a feeling of empowerment among our teams so that we all perform to the best of our ability.

Our business is built on a principal of 'delivering' quality as much as 'influencing' customers' perception of the service that they receive, versus what they expected. Clients rightly expect the best and our objective is to clearly understand their requirements and to use this insight to drive our organisational activity. Our purpose is to continually improve our services and to exceed their expectations. This means that our people strive to deliver quality in everything that we do to create a service that's recognised as value for money yet also synonymous with a strong regime for health and safety, and environmental management.

5. REQUIREMENTS

5.1 Effective Planning:

Companies within the Group must appoint a manager that has the responsibility and authority to implement, establish and maintain the Group's management systems. The management system and relevant objectives are to be specific to the company's operating way and take account of the businesses' significant risks, operating practices, regulatory and legal obligations. Programmes and measurable outcomes must be established for achieving these objectives. All quality, health and safety and environmental management systems must be certificated in accordance with the Groups management systems.

5.2 Quality Assurance

The effectiveness of our management system is dependent on having the right resources in place and a capability that's supported by processes and procedures that are straightforward and effective in their operation. People must be competent in their roles, which means they must have the appropriate training, qualifications, skills and experience to do their jobs.

The work they carry out must be evaluated, not only to ensure their competency but also to make sure that they are aware of the relevance and importance of their roles, and how they contribute to achieving our objectives.

5.3 Assessing our performance

Monitoring the effectiveness of our management system and measuring our performance provides insight for how well we are doing relevant to our objectives. We keep records and evaluate the results of our performance against our objectives. We also monitor changes to legislation and keep a legal register of regulations for which we are to maintain our compliance. Changes to legislation are assessed and improvement is to be introduced as part of our standard operating way.

Our audit programme must be based on our risks, our performance, results of previous audits and the scope of our management systems. Appropriate actions are taken to address any areas of concern.

5.4 Continual measurable improvement

By measuring our performance we are able to manage it more effectively and then focus on the real priorities proportionate to performance and risk. Through this process we set and review objectives and set realistic targets as key performance indicators as metrics for improvement. Additionally we have introduced an iterative method of Plan, Do, Check, Act to establish opportunities for improvement that assist the organisation with growth and change.

5.5 Review

This policy and the Management System itself will be reviewed at management reviews and at planned intervals to ensure continuing suitability and effectiveness. These reviews form part of our Integrated Management System which also conforms to ISO 14001, Environmental Management as well as ISO9001.

6. RESPONSIBILITIES

6.1 Managing director:

- Responsible for reviewing, endorsing and achieving the aims described within this policy.

6.2 Quality manager

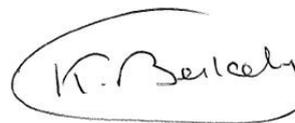
- Administering this policy
- Developing strategies to drive continual and measureable improvement of the management system.

6.3 Managers

- Implementing and enforcing the processes and procedures
- Ensuring that their people are aware of their responsibilities and receive appropriate training
- Addressing any inappropriate behaviour.

6.4 Employees

- Carrying out their work in line with this policy and associated procedures
- Challenging any behaviour that falls short of the expectations of this policy
- Identifying any breaches of this policy and reporting them to their line manager.



Date: May 2019

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Title: Managing Director

Bristol & Avon Transport & Recycling Ltd