

Quality Management System

1. Context, Stakeholders and Strategy

- E1: Have you identified and documented your key context factors, interested parties and QMS scope, including major climate and disruption considerations?
 - E2: Do you regularly review context and interested-party needs and use the results to update risks, opportunities, objectives and plans?
 - E3: Do changes in context, markets, technology and climate routinely trigger structured reassessment of risks, opportunities and strategic priorities for the QMS?
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2. Leadership, Governance and Culture

- E1: Is there a current quality policy, defined QMS roles and visible leadership support for quality and customer satisfaction?
 - E2: Do leaders consistently participate in QMS governance, allocate resources and promote an open, learning-oriented quality culture?
 - E3: Do leaders use QMS data, risks, customer feedback and values to transparently drive business decisions and actively shape culture?
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3. Risk, Opportunity and Change Planning

- E1: Do you maintain at least a basic list of key quality-related risks and consider them when planning work and changes?
- E2: Is there a structured process to assess and treat risks and opportunities, including climate, supply-chain and digital risks, for planned changes?
- E3: Are risks, opportunities and significant changes regularly reviewed using performance data, with priorities, controls and actions adjusted accordingly?

4. Resources, People, Knowledge and Digital

- E1: Have you defined required competencies, basic training records, essential infrastructure and core documented information for key processes?
- E2: Do you systematically plan and develop competence, manage organizational knowledge and control digital tools and data that support the QMS?
- E3: Do you actively use capability, knowledge and digital/data insights to enhance quality performance, engagement and innovation?

5. Customer, Market and Supply-Chain

- E1: Do you capture, confirm and communicate customer requirements, collect feedback and maintain basic control over key suppliers?
- E2: Do you regularly analyse customer feedback and supplier performance and use the results to improve requirements, relationships and controls?
- E3: Do you integrate customer and supply-chain risks into planning and collaborate with key customers and suppliers on improvement and innovation?

6. Operational Design, Control and Monitoring

- E1: Have you identified your key processes with basic controls and records showing that products/services meet requirements?
 - E2: Are processes, including design and development where applicable, systematically defined, controlled and monitored with planned measurements and criteria?
 - E3: Do you continually optimise processes using data, feedback and digital controls across the full product/service lifecycle?
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7. Performance Insight, Review and Learning

- E1: Do you track a few core quality indicators, perform internal audits and hold at least an annual management review of QMS performance?
 - E2: Do you operate a defined measurement, audit and management review cycle that analyses data, risks and changes and drives actions?
 - E3: Do you use integrated analytics, value-adding audits and outcome-focused management reviews to steer strategic and quality improvements?
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8. Improvement, Innovation and Corrective Action

- E1: When problems occur, do you record nonconformities, take corrective action and sometimes check that actions were effective?
- E2: Do you follow a defined process for nonconformities, root cause analysis, corrective actions and prioritised improvements from multiple inputs?
- E3: Do you manage a portfolio of improvement and innovation initiatives and periodically test whether the QMS remains suitable, adequate and effective?