



Quality Policy

Policy No: SP0005

Effective Date	14 May 2018
Revision Number	Rev.9
This Revision Status	Final
Next Review Date	12 December 2026
Summary Purpose	Communicating our Quality Policy to Company Employees.
Summary Scope	Applicable to The Company and all Employees.
Policy Owner	Director of Standards and Performance
DML Board Approved	22 November 2022





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1. PURPOSE

Our Company (meaning David MacBrayne Limited, CalMac Ferries Limited, Caledonian MacBrayne Crewing (Guernsey) Limited and David MacBrayne HR (UK) Limited) is committed to delivering quality in every aspect of our operations. Our vision is to deliver a reliable ferry service, which is sustainable, integrated, safe and accessible – one which actively supports the economic and cultural prosperity of the Scottish island, coastal and peninsula communities we serve. The purpose of this Quality Policy is to support delivery of that vision by outlining our commitment to quality, outlining how we plan to meet and exceed the expectations of our customers, employees, and stakeholders, while maintaining the highest standards of operational excellence, safety and environmental performance.

2. SCOPE

This policy has been developed for use by employees, consultants, and contractors, as well as for the benefit of our external stakeholders. Quality is the responsibility of everyone employed by the Company and as such all employees are required to comply with this policy and to ensure, as far as possible, that others comply with it.

Breaches of the Policy will be taken seriously and may lead to investigation and disciplinary action under the Company's Disciplinary Procedure, up to and including summary dismissal for gross misconduct.

3. POLICY

Our approach to quality management is built on a commitment of getting it right the first time, fostering a culture of continuous improvement, and embedding quality at every level of our operation.

The company will achieve this through proactive identification of potential issues to prevent non-conformances and thoroughly reviewing and analysing realised non-conformances to eliminate their root causes, ensuring that insights drive meaningful process updates and enhancements.



By embracing innovation and best practices, the company aspires to cultivate a modern, sustainable quality culture - one that is dynamic, data-driven, and focused on excellence. Through strong governance, collaboration, and accountability, the company will continuously refine systems to meet evolving standards and exceed expectations.

The company is committed to achieving the highest quality management standards by implementing the following key principles:

- **Safety First:** Providing a safe working environment.
- **Customer Satisfaction and Stakeholder Engagement:** Consistently deliver high-quality services that fulfil our customers' requirements and exceed their expectations. Enhanced stakeholder engagement aiming to improve every customer journey and build mutually beneficial partnerships.
- **Regulatory Compliance:** Complying with all relevant compliance obligations applicable to the organisation. Including, but not limited to, the requirements of the Company's Contracts with the Scottish Government.
- **Quality & Environmental Standards:** Operating approved quality and environmental management systems which comply with the requirements of ISO9001 and ISO14001.
- **Continuous Improvement:** Identifying and implementing continuous improvements by encouraging the active participation, initiative, and ideas of all staff. Regularly reviewing all aspects of its operation to improve efficiency and effectiveness.
- **Cultivating Talent:** Continuously developing the knowledge and skills of staff through the provision of training and development. Talent and succession planning utilised to ensure the right people are in place to meet current and future needs.
- **Risk Management:** Implement proactive risk management strategies to identify risks and opportunities.

3.1 Implementation of Quality Objectives

Implementation of quality objectives will be achieved, monitored and measured through the CalMac Corporate and annual Business Plans.

4. DOCUMENT REVIEW

The Head of HSQE is responsible for reviewing this document in consultation with other members of the Executive.

Notwithstanding above, all personnel have a responsibility to use this document critically and to forward any suggestions for its improvement through management line or use the [Feedback](#) function in the SharePoint Company Management System.



5. DOCUMENT CHANGE INFORMATION

The table below notes the changes made since the document was previously published.

Date of change	What changed	Who changed (title)	Who changed (name)
08 October 2021	Rev 4 published to the CMS	Director of HSQE	Louis de Wolff
07 June 2022	Changed legal legislation with compliance obligations. Change customer to stakeholder.	Director of HSQE	Louis de Wolff
22 November 2022	Annual Review – no material content change.	Director of HSQE	Louis de Wolff
17 October 2023	Policy transferred to new company template; policy title changed from HSQE0001 to SC0001 (Strategy & Change) and owner changed from Director of HSQE ref OpEx organisation change 1 October 2023); no material content change.	Head of Governance, Risk and Assurance	Graeme Baillie
29 November 2024	Annual Review: Sections 1, 2 & 3 updated to align with business goals and expectations. Title numbering convention changed to a Standards & Performance number from Strategy & Change number.	Head of Quality and Risk	Nicola Hurrell
05 January 2026	Annual Review: Purpose updated to align with new Corporate Vision. Customer Satisfaction and Stakeholder Engagement section updated to include stakeholder partnerships. Title change: Head of Quality & Risk to Head of HSQE.	Head of HSQE	Nicola Hurrell