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1. Introduction

1.1 Purpose

This Quality Management Plan (QMP) defines the company's quality policies, objectives, and the framework for ensuring all products and services meet stringent customer and regulatory requirements. It establishes the principles and processes that govern our activities to deliver trusted, high-performance solutions, consistent with the strategic direction outlined in the Synthetic Systems Corporate Plan (SS-CORP-PLAN-001). This plan ensures that quality is an integral part of our business processes, from design and development through to manufacturing, delivery, and through-life support.

1.2 Scope

This plan applies to all personnel and operations within Synthetic Systems that have an impact on the quality of our products and services. This includes, but is not limited to, design, development, procurement, manufacturing, testing, and support activities for our entire product suite, including the Hydra-C4 Comms Module, Trident-S Antenna Array, and Aegis-Link Control Software. Adherence to this plan is mandatory for all employees and contractors.

1.3 Acronyms and Definitions

- **CAPA:** Corrective and Preventive Action
- **ISO:** International Organization for Standardization
- **NCR:** Non-Conformance Report
- **PDCA:** Plan-Do-Check-Act
- **QMS:** Quality Management System
- **QMP:** Quality Management Plan
- **Non-conformance:** A failure to meet a specified requirement.
- **Corrective Action:** Action to eliminate the cause of a detected non-conformance.
- **Preventive Action:** Action to eliminate the cause of a potential non-conformance.

2. References

- **SS-CORP-PLAN-001:** Corporate Plan 2025-2028
- **ISO 9001:2015:** Quality management systems — Requirements

3. Roles and Responsibilities

- **Chief Executive Officer (CEO):** Holds ultimate responsibility for the effectiveness of the QMS and provides the necessary resources to implement and maintain it.
- **Head of Operations:** Is the designated Quality Management Representative, responsible for the implementation, maintenance, and reporting on the performance of the QMS. The Head of Operations ensures this plan is communicated, understood, and applied throughout the organization.
- **All Employees:** Are responsible for understanding and adhering to the quality policies and procedures relevant to their roles, and for contributing to the continual improvement of the QMS.

4. Quality Policy Statement

Synthetic Systems is fundamentally committed to achieving and exceeding the expectations of our customers. Our Quality Policy is to deliver trusted, high-performance, and resilient solutions that provide a decisive information

advantage to the warfighter. We achieve this by fostering a culture of excellence, embracing innovation, and maintaining a robust Quality Management System. We are dedicated to the continual improvement of our processes, products, and people, ensuring we consistently deliver superior Australian-designed and manufactured technology that is secure, reliable, and fit-for-purpose.

5. Quality Management System (QMS) Framework

5.1 Commitment to ISO 9001:2015

Synthetic Systems is committed to maintaining compliance with the **ISO 9001:2015** quality management standard. Our QMS is structured to meet all requirements of this international standard, providing a systematic approach to managing quality across the organization. This commitment ensures our processes are robust, repeatable, and focused on customer satisfaction and continual improvement. Certification to this standard provides objective evidence of our dedication to quality for our customers, partners, and regulatory bodies.

5.2 The Plan-Do-Check-Act (PDCA) Cycle

Our QMS operates on the Plan-Do-Check-Act (PDCA) cycle to drive continual improvement:

- **Plan:** We define our quality objectives and the processes required to meet them, ensuring they align with our corporate goals and customer requirements. This includes resource allocation and risk assessment.
- **Do:** We implement the planned processes. This involves executing the work, providing training, and ensuring procedures are followed correctly.
- **Check:** We monitor and measure our processes and products against the quality objectives and policies. This is achieved through activities like internal audits, performance monitoring, and customer feedback analysis.
- **Act:** We take actions to improve process performance. This involves analyzing the data from the 'Check' phase to identify areas for improvement and implementing corrective and preventive actions.

6. Key Quality Assurance Processes

6.1 Internal Audits

Internal audits are a critical tool for verifying the health and effectiveness of our QMS. They provide an objective assessment of our compliance with this plan and the ISO 9001:2015 standard.

- **Frequency:** A full cycle of internal audits covering all aspects of the QMS shall be

conducted annually. Additional audits may be scheduled based on risk, performance issues, or significant changes to processes.

- **Process:** The Head of Operations will establish an annual audit schedule. Audits will be conducted by trained personnel who are independent of the area being audited. Findings, including non-conformances and opportunities for improvement, will be formally documented.
- **Outputs:** An audit report will be generated for each audit and distributed to relevant management. Any non-conformances identified will trigger the NCR and CAPA processes.

6.2 Non-Conformance Reporting (NCR)

The purpose of the Non-Conformance Reporting (NCR) process is to formally document, track, and resolve any instance where a product, process, or service fails to meet its specified requirements.

- **Initiation:** Any employee can raise an NCR upon identifying a non-conformance. The report must clearly describe the issue, where it was found, and provide any immediate containment actions taken.
- **Review and Disposition:** All NCRs are reviewed by the Head of Operations and relevant technical leads to determine the severity of the issue and decide on the disposition. Dispositions may include 'Use As Is', 'Rework', 'Repair', or 'Scrap'.
- **Tracking:** All NCRs are logged in a central register for tracking and trend analysis. Significant or recurring non-conformances will be escalated to the CAPA process.

6.3 Corrective and Preventive Actions (CAPA)

The Corrective and Preventive Action (CAPA) process is the primary mechanism for systematic problem-solving and continual improvement. Its purpose is to investigate and eliminate the root causes of non-conformances and to prevent their recurrence.

- **Trigger:** A CAPA may be initiated in response to significant NCRs, adverse audit findings, customer complaints, or negative performance trends.
- **Process:**
    1. **Investigation:** A cross-functional team is assigned to investigate the issue and perform a root cause analysis (RCA).
    2. **Action Plan:** Based on the RCA, the team develops an action plan to correct the immediate issue and implement changes to prevent it from happening again.
    3. **Implementation:** The action plan is executed, and all changes are documented.
    4. **Verification:** The effectiveness of the implemented actions is verified over a defined period to ensure the root cause has been successfully eliminated.

- **Closure:** A CAPA is formally closed only after its effectiveness has been successfully verified.

7. Management Review

The senior leadership team, led by the CEO, will conduct a formal Management Review of the QMS at least once per year. The review will assess the system's overall effectiveness, its continued suitability for the business, and its alignment with the corporate strategic direction. Inputs to the review will include results from internal audits, customer feedback, process performance data, the status of CAPAs, and any opportunities for improvement.

8. Document Control

This document is a controlled document under the Synthetic Systems QMS. The official version is maintained electronically. Any printed copies are considered uncontrolled. The Head of Operations is responsible for the review and maintenance of this plan. Revisions will be made as necessary to reflect changes in our processes, objectives, or regulatory requirements.