Quality management

Quality policy, objectives and procedures

English translation. The Swedish original is the governing text.

Document control	
Company	Upstrat Lab AB (Up Strategy Lab), reg. no. 559172-7218
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Deputy	Noel Braganza, co-founder and head of design
Approved by	Daniel Nilsson, CEO, 2026-11-17
Applies to	All employees, plus consultants and subcontractors working on our assignments
Next review	January 2027, then every January and whenever there are significant changes

1. Scope

The management system covers everything Up Strategy Lab delivers: communications and brand strategy, brand platforms and visual identities, websites and digital services, campaigns and content, digital product design, and ongoing communications support. It applies from first contact and quotation through to the close of the assignment and follow-up.

2. Quality policy

To us, quality means the client's audience understands the message and acts on it, the work arrives on time and within the agreed budget, and it meets the terms of the contract. So we commit to:

- understanding the client's business, audience and goals before we start creating,
- meeting the contract, the law and the client's requirements in every delivery,
- reviewing everything before the client sees it, and correcting mistakes quickly and openly,
- measuring our results and continually improving the way we work,
- holding consultants and subcontractors to the same standards as ourselves.

We do this through the procedures set out below. Everyone who works on our assignments goes through the policy and procedures when they start.

3. Roles and responsibilities

Role	Who	Responsibilities
Quality Manager	Daniel Nilsson, CEO	Owns the management system, tracks progress against the objectives, leads internal audits and the management review, and decides on improvements.

Role	Who	Responsibilities
Deputy	Noel Braganza, co-founder and head of design	Steps in when the Quality Manager is absent. Reviews design deliverables.
Assignment Lead	Appointed for each assignment and named in the assignment plan	The client's point of contact on the assignment. Responsible for quality, timing and budget on their assignment, and for making sure nonconformities are logged.
Reviewer	Another experienced member of the team	Reviews every deliverable before the client sees it.
All staff	Employees and consultants	Follow the procedures and report nonconformities the same day.

4. Quality objectives

Objectives are monitored every quarter and reported in the management review. Measurement starts on 1 January 2027, and the 2027 results will set the baseline for future objectives.

Objective	Measure and method	Target for 2027	Owner
On-time delivery	Percentage of deliverables handed over on or before the date agreed in the assignment plan	At least 90%	Assignment Lead
Right first time	Share of deliverables the client approves after no more than one round of revisions	At least 90%	Assignment Lead
Within budget	Actual hours against the hours budget at the close of the assignment, taken from time reporting	Within 10% on at least 85% of assignments	Quality Manager
Client satisfaction	Client's score from 1 to 5 in the follow-up after every major delivery and every contract year	Average of at least 4.5	Quality Manager
Nonconformities resolved	Percentage of nonconformities closed within 10 working days, according to the nonconformity log	At least 90%	Quality Manager
Accessibility	Share of web deliverables that meet WCAG 2.1 Level AA, or a later version, in our pre-launch check	100%	Assignment Lead

5. How we organise each assignment

This procedure ensures the quality requirements are met throughout the contract period and that every delivery is made in line with the contract.

Step	What we do	Documentation
1. Contract review	The Assignment Lead goes through the contract, call-off terms, requirements specification and the client's guidelines (brand guidelines, tone of voice, accessibility, environment). Any requirements that affect the delivery go into the assignment plan.	Assignment plan
2. Kick-off	Kick-off meeting or workshop with the client covering goals, audience, messaging, deliverables, timeline, hours budget, roles, decision-making and how impact will be measured.	Assignment plan approved by the client
3. Carrying out the work	Weekly check-ins with the client, or as agreed. Interim deliverables go up in Figma or on a test domain so the client can follow along. Versions are kept in shared folders with clear file names.	Meeting notes, version history

Step	What we do	Documentation
4. Review	Four-eyes principle: another experienced person reviews the work against the assignment plan and the checklist for that type of deliverable. Copy is proofread. Websites are tested on mobile and desktop and checked against WCAG 2.1 Level AA or a later version. Images and typefaces are checked for correct licensing and consent.	Completed checklist
5. Delivery	The deliverable is checked against the contract and the assignment plan. The client signs off in writing.	Sign-off by email or in the assignment tool
6. Time and budget tracking	Staff log their time continuously in our time-reporting system, normally every working day. Hours are compiled weekly and compared with the hours budget, and results are reviewed per assignment every month. Any risk of an overrun is raised with the client before it happens, and changes are only made after written approval.	Timesheet, change decision
7. Close	A closing meeting where the client scores the collaboration, and an internal review of what we take away from it.	Client score, lessons learned

6. Subcontractors and consultants

We choose photographers, printers, filmmakers and freelancers on quality, their ability to deliver and their ability to meet the client's requirements. They are briefed on the requirements that apply to their part, and we review their work before it goes to the client. We always remain answerable to the client ourselves. Subcontractors are assessed after every assignment, and anyone who falls short is not used again.

7. Information security, data protection and AI

Client material is handled in line with our security and data protection policy of 6 October 2026: encrypted computers running up-to-date software, access limited to those working on the assignment, and data processing agreements whenever we process personal data. AI tools are used only within approved services, never with the client's confidential material without the client's approval, and all AI-assisted content is reviewed by a person before it is delivered.

8. Nonconformities and complaints

A nonconformity is anything that does not turn out as agreed or planned: an error in a deliverable, a delay, a budget overrun, a shortcoming on the part of a subcontractor, a security incident or a complaint from the client.

- Whoever spots the nonconformity reports it to the Assignment Lead that same day.
- The Assignment Lead fixes the immediate problem and informs the client straight away if the client is affected.
- The nonconformity is recorded in the nonconformity log using the fields below.
- The Quality Manager makes sure the root cause is investigated and the action is completed within 10 working days.
- Once the action is taken, we check it has worked before the nonconformity is closed.

Nonconformity log fields	
ID and date	Sequential number and the date the nonconformity was identified
Reported by and assignment	Who reported it, on which assignment, for which client
Description	What happened and how the client was affected

Nonconformity log fields	
Immediate action	What was done straight away
Root cause	Why it happened, investigated by asking 'why' several times over
Corrective action	Change to working methods, checklist or template, with owner and completion date
Follow-up and closure	Check that the action worked, date of closure

9. Preventive and corrective action

Corrective action removes the cause of a nonconformity that has occurred, so it does not happen again. Preventive action removes the cause of errors that could occur. Preventive action draws on lessons from completed assignments, client scores and feedback, trends in the nonconformity log, and a review of risks in the assignment plan at every kick-off. Actions are entered in an improvement list with an owner and a date, and checklists and templates are updated.

10. Internal audit

Every November we audit the management system. The audit is carried out by someone who has not been responsible for the assignments under review.

- At least two assignments are audited end to end, from assignment plan to close, against the procedure in section 5.
- The nonconformity log and the improvement list are reviewed: has every nonconformity been investigated, actioned and closed?
- The findings are documented in an audit report with observations and recommendations, which feeds into the management review.

11. Management review

Every January the CEO and the Quality Manager review the management system. The review is documented in minutes.

Inputs	Decisions
Results against the quality objectives, client ratings and feedback, nonconformities and actions, internal audit findings, subcontractor performance, risks, and changes to the business and to legislation	New objectives, changes to procedures and checklists, skills and resource needs, actions with an owner and a date

12. Competence

Staff skills are tracked in the MuchSkills competence platform and in quarterly development reviews. Every assignment is staffed so that the Assignment Lead and the Reviewer have the skills the deliverable calls for.

13. Access for the client

The policy, procedures, nonconformity log, audit reports and management review minutes are open to the client for inspection throughout the contract period. On request, the client will receive them within five working days.