External Provider Standard - Quality

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1 Introduction

Starion develops and delivers tailored system engineering services and solutions for space, defence and other critical infrastructures across Europe, and can only do so if everyone working at Starion commits to meet the standards outlined in our Starion Code of Conduct. Our Code of Conduct is underpinned by our values:

- **Integrity** – We insist on ethical conduct in all our endeavours;
- **Inspiration** – Fuelled by passion, propelling us towards excellence
- **Care** – We are committed to individual wellbeing and growth
- **Collaboration** – Generating strength from diverse perspectives through teamwork.

We recognise that any business operating today must ensure consistent quality in its products and services. This is captured through the four pillars of our Compliance Programme:

- **Our Structure** – We meet our legal obligations to trade and operate
- **Our Operations** – From people to services, we operate with excellence
- **Our Growth** – We follow our processes, making the right decisions to grow our business
- **Our Reputation** – We act with integrity and always do the right thing.

The External Provider Quality Standard is designed to help our partners align with these principles and deliver products and services that meet or exceed Starion's expectations. It does not tell you how to structure or run your business; rather, it highlights the requirements that matter most to us and enables you, as an External Provider, to define and apply measures that ensure consistent quality and customer satisfaction.

We thank you for your support of Starion and we appreciate your co-operation in helping us ensure that you, as one of our External Providers, understand and commit to the same standards as we do within Starion.

Nicola Mann

Director – Starion

2 Understanding quality principles

The Starion Quality Standard is built upon four key principles that guide how we deliver consistent, compliant and customer-focused outcomes across our operations:

1. **Product and Service Quality**: Ensure outputs meet or exceed agreed specifications and performance criteria
2. **On-Time Delivery**: Fulfil delivery commitments within agreed timelines
3. **Competitive Value**: Deliver products and services at a competitive price while maintaining quality
4. **Customer Service**: Provide responsive and effective support to resolve issues promptly.

We ask our External Providers to embed these principles into their operations and strive for excellence in each area to ensure consistent delivery and mutual success.

3 Defining your technical and organisational measures

If you are an External Provider delivering products or services to Starion, you must implement appropriate technical and organisational measures to ensure consistent quality and customer satisfaction. These measures should be embedded in your operations and aligned with the principles outlined in Section 2.

Starion strongly recommends that External Providers achieve and maintain ISO 9001 certification (or an equivalent quality management system standard). Certification provides assurance that robust quality management practices are in place and that the provider is committed to continuous improvement and meeting customer expectations.

We ask our External Providers to take ownership of their quality systems and to demonstrate a proactive approach to quality assurance through effective planning, execution and monitoring of their operations.

4 Understanding your role in quality assurance

In the context of delivering products or services to Starion, your role in quality assurance depends on the level of control and responsibility you hold over the processes and outputs.

If you define how a product or service is designed, produced or delivered, you are considered a Quality Owner. This means you are responsible for establishing and maintaining the quality framework, including standards, controls and continuous improvement activities.

If you deliver products or services based on Starion's specifications or instructions, you are considered a Quality Executor. In this role, you must follow the defined requirements and ensure that your execution meets the expected quality outcomes.

Regardless of your role, Starion expects its External Providers to:

- Clearly identify their role in the quality assurance process
- Follow Starion's instructions and specifications where applicable
- Engage proactively to resolve quality issues and implement corrective actions
- Collaborate openly to improve quality outcomes and share best practices.

During the contracting process, Starion will confirm the requirements applicable to your scope of supply (e.g., through contracts, purchase orders, statements of work, specifications, and other agreed communications). Where applicable, these requirements cover:

- What is to be provided: scope, technical requirements, applicable standards, deliverables, milestones, delivery format/location, and required documentation.
- Approval, verification and acceptance: review/approval steps, inspection/testing where applicable, acceptance criteria, and how acceptance is evidenced (e.g., written approval or sign-off).
- Competence and qualification: competence requirements for personnel affecting conformity (including any required training, authorisations, certifications or clearances, where applicable).
- Interaction and change control: points of contact and escalation; records to retain/provide; notifying Starion of changes that may affect requirements; and (where agreed) right of access for Starion/customers/regulators to relevant facilities, processes and documented information.

We ask our External Providers to understand their role in the quality assurance process, whether as a Quality Owner or a Quality Executor, define how you will satisfy the relevant quality requirements, confirm the same to Starion and apply them consistently.

5 Managing quality in your supply chain

Whether you are a Quality Owner or Quality Executor, you may rely on third parties to deliver part of the product or service. These third parties form part of your supply chain and directly impact the quality of the final outcome delivered to Starion.

Quality is often managed through systems, tools and processes that may be developed or operated by external providers. Even if you own and operate your systems, they may include components or services from third parties.

Starion expects its External Providers to:

- Identify where they outsource any part of their product or service delivery to third parties
- Understand their supply chain end to end, including all contributors to the systems, processes or materials used
- Ensure that all third parties involved in the delivery of Starion products or services comply with relevant quality standards and contractual requirements
- Maintain documented quality controls and agreements with their suppliers to ensure traceability, accountability and compliance.

We ask our External Providers to manage quality across their supply chain with the same level of oversight and control that they apply internally to themselves, whether they are a Quality Owner or Quality Executor, ensuring that all contributors meet consistent standards and expectations.

6 What to do if there is a quality incident

Despite robust quality systems and controls, issues can still arise. A quality incident is an event that results in, or has the potential to result in, a product or service not meeting agreed requirements or expectations.

When a quality incident is identified by Starion, the External Provider will be requested to provide specific information to support investigation and resolution. The following details must be provided **within 48 hours** of notification:

- The immediate actions taken to contain or mitigate the issue
- Any preliminary information on the suspected cause.

A complete analysis, including the confirmed root cause and the proposed corrective actions with target completion dates, must be submitted within **5 working days**, unless otherwise agreed.

When a quality incident is identified by the External Provider, they must notify Starion as soon as possible, and no later than **24 hours** after identifying the issue. The notification should include a clear description of the incident and the affected product or service, followed by the same information listed above according to the specified timelines.

We ask our External Providers to treat quality incidents with urgency and transparency, ensuring that Starion is informed and involved in resolution efforts to protect our customers, reputation, and operational integrity.

7 Audit

Starion may require an audit of your quality management system prior to entering into a contractual relationship. This is to ensure that your processes, controls and capabilities align with our expectations and the standards outlined in this Quality Standard.

Audits may also be conducted periodically throughout the relationship to verify ongoing compliance, support customer requirements, maintain certifications or meet regulatory obligations.

Starion will provide reasonable pre-notification of any audit activities, including the scope and objectives. Audits may be conducted remotely or onsite, depending on the nature of the engagement and the associated risks.

Audits may identify risks, non-conformities or improvement opportunities. Starion will work collaboratively with you to review findings and agree on corrective actions.

We ask our External Providers to support audit activities with transparency and responsiveness, both before and during our engagement, to ensure quality assurance and continuous improvement.

8 What if you do not comply with this standard?

This Quality Standard has been designed to be flexible and adaptable to your business, while ensuring that Starion can rely on the consistent delivery of high-quality products and services.

However, quality is a critical aspect of our operations, and failure to meet the expectations outlined in this Standard can have serious consequences – impacting customer satisfaction, regulatory compliance and business continuity.

Depending on the criticality of the product or service you provide, Starion may conduct an annual evaluation of your quality performance. This evaluation will be based on the principles described in Section 2.

Based on the results of the evaluation, we may require one or more of the following actions:

- Implementation of a formal improvement action plan, at the External Provider's cost
- Review of contractual terms and conditions
- Suspension or termination of the contractual relationship.

Starion may also identify a performance issue at any time during the relationship, in which case the same actions described above will apply.

Starion is committed to a proportionate and collaborative approach when engaging with External Providers and will always seek to resolve issues constructively. However, we reserve the right to take decisive action where quality risks cannot be adequately mitigated.

We ask our External Providers to treat quality as a shared responsibility, and to engage proactively in resolving any issues that may arise in the spirit of continuous improvement and partnership.