

<p>Revision/Version: 02  Issued: 09/01/2020  Reviewer: Julian Graham /  Commercial Manager  Approved/authorised: Paul van  Veenendaal / Managing Director</p>	<h2>Quality Management Policy  Statement</h2>	
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## Overview

CSBA was established in 1997 to provide research and quality assurance services to the Australian Customer Service industry. We are based in Melbourne/Victoria and have staff based in Melbourne, Perth and Sydney.

Quality is important to our business because we value our customers and we know that our work informs managerial action in our customer teams. The results of our research are used to drive investment, training, coaching and are sometimes used in executive remuneration and bonus schemes.

We are committed to continuous improvement and have established a Quality Management System which provides a framework for measuring and improving our performance. Our approach is modelled on ISO 9001 20252 – the global industry quality standard for the Market Research sector.

We have the following systems and procedures in place to support us in our aim of total customer satisfaction and continuous improvement throughout our business:

- Fully dedicated client service teams
- Highly experienced Research & QA teams managing all projects
- Regular gathering and monitoring of customer feedback
- A customer complaints procedure
- Selection and performance monitoring of suppliers against set criteria
- Training and development for our employees
- Regular audit of our internal processes
- Australian privacy principles compliance
- Measurable quality objectives which reflect our business aims
- Management reviews of audit results, customer feedback and complaints

## A Description of the Measurement Methodology

At CSBA, our research and measurement methodologies follow strict guidelines and best practices to deliver the highest level of data integrity and objectivity. Methodologies for customer experience and industry benchmarking research adhere to the following principles:

1. Measurements are done quantitatively, with optimum sample sizes to ensure results are statistically robust and within acceptable margins of error
2. We work with clients to ensure samples are reflective of the population we are trying to research; where needed, weighting is used to enhance the representativeness
3. All samples from clients included in the calculation of benchmarks are of similar nature to enable comparability between sectors and minimal complexity in design and management.
4. Consistent rating scales are used throughout the survey to minimize confusion for the respondents

- Business metric measurements are expressed in arithmetic means or percentages depending upon the context and where relevant, are indexed against industry norm which is the average of scores across all participating clients representing the industry

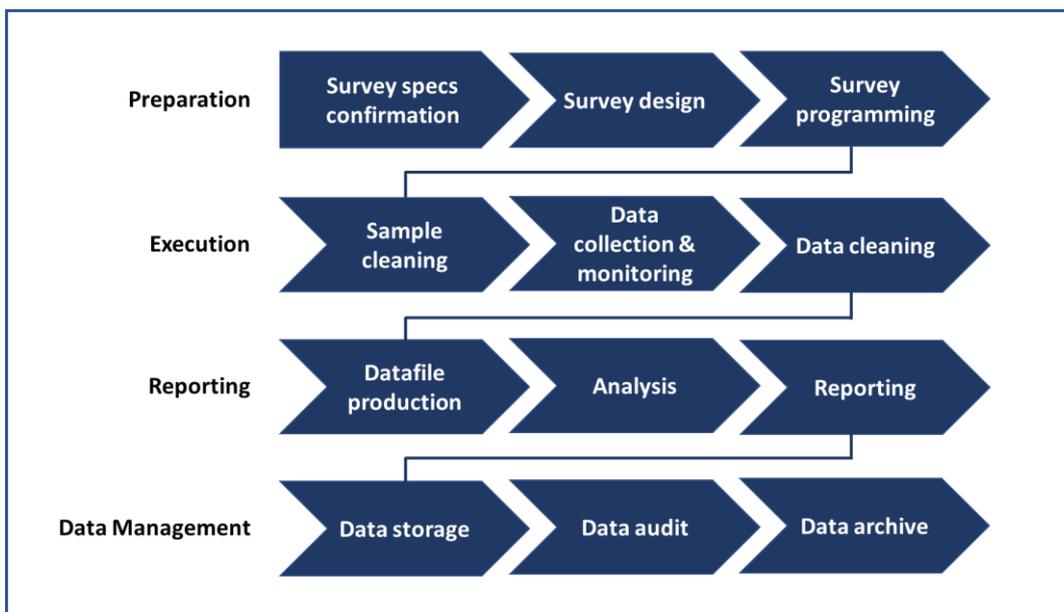
CSBA takes a risk management approach to quality. We recognise we cannot eliminate all risk, but we can take mitigating steps by identifying the likelihood of errors occurring and the impact if they do.

### CSBA risk management matrix

	Insignificant (No impact on client)	Minor (Small disruption <\$5k)	Moderate (Large disruption – \$5k-\$50k)	Major (Loss of client - \$50k-\$250k)	Catastrophic (CSBA at risk- >\$250k)
Almost certain (>90% chance)	HIGH	HIGH	MAJOR	CATASTROPHIC	CATASTROPHIC
Likely (50%-90% chance)	MODERATE	HIGH	HIGH	MAJOR	CATASTROPHIC
Moderate (10%-50% chance)	LOW	MODERATE	HIGH	MAJOR	CATASTROPHIC
Unlikely (3%-10% chance)	LOW	LOW	MODERATE	HIGH	MAJOR
Rare (<3% chance)	LOW	LOW	MODERATE	HIGH	HIGH

### Market Research Specifics

All stages of the research lifecycle are checked and validated according to AMSRS standards.



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At the Preparation stage:

- Questionnaire design ensures questions are objective, fair, non-leading
- Appropriate rating scales are used
- Analysis plans are developed to ensure relevance of survey data to analysis objectives
- Pilot testing to ensure surveys are within acceptable length
- Logic flow check
- Check for language and any potential confusion of survey questions
- Project briefing to supervisors and interviewers to ensure comprehension
- Interviewer trial runs are conducted to help interviewers achieve a high level of familiarity
- (For online surveys) Testing survey programs to ensure 100% accuracy and operational prior to launch
- Development of sample template and quota template to ensure the right samples in the right format are input into system
- Data sample processing programming to ensure samples are of required quality and cleaned
- (For online surveys) Development of templates for survey invitation / reminders

At the Execution stage:

- Sample is randomly assigned to interviewers
- Minimum 5% of interviews for each project are monitored live
- 100% check on all open-ender verbatims
- Privacy statement & data collection statement read in full for all 100% interviews
- 4-interviewers-to-1-supervisor ratio - to maintain a high level of monitoring & coaching
- Accurate verbatim comments captured, (no paraphrasing).
- Questions are asked in a non-leading manner
- 1-on-1 training for all interviewers periodically
- Regular group training for all interviewers
- Identification of interviewers with low strike rates to help them improve
- Use statistics to identify sub-optimal projects for improvement

At the Reporting stage:

- Data export structure that ensures seamless data transfer to analysis software / dashboard
- Ensure margins of error are within acceptable range
- Ensure significance testing of results are carried out where relevant
- Report contents fully address research objectives
- Analysis according to analysis plan
- Coding of open-ended verbatims where necessary
- (For Powerpoint reporting) Data and content checks by director prior to releasing
- (For dashboard reporting) Data checks prior to going live

Post project completion:

- Ensure any personal, private, confidential information is removed from data collection systems

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Data Management:

At CSBA, the security and confidentiality of data is of utmost importance. All survey data and customer data post-research are stored in our secure system with strict data management principles:

- Data stored in a secure and logically indexed database
- Data is audited and removed of private information after 12 months
- Required historical data is archived for future use

### Overall Management of Quality

Quality statistics are reported per project and submitted as part of monthly board reporting.

Our internal procedures are reviewed regularly and are held in a Quality Manual which is made available to all employees.

Although the Managing Director has ultimate responsibility for Quality, all employees have a responsibility within their own areas of work to help ensure that Quality is embedded within the whole of the company.