

EULMAN Quality Charter

Quality, integrity and consistency in the way we work



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1. Purpose

At EULMAN, quality is not limited to the final deliverable. It concerns the way assignments are understood, structured, executed, reviewed and documented.

This Quality Charter establishes the principles that guide EULMAN across its activities, projects and client engagements. It provides a common framework for maintaining consistent professional standards while remaining proportionate to the nature, scale and complexity of each assignment.

Our approach is based on five fundamental objectives:

- understanding and addressing client requirements;
- delivering accurate, relevant and fit-for-purpose work;
- maintaining appropriate traceability and control throughout project execution;
- identifying and managing risks that may affect delivery, information or stakeholders;
- continuously improving our methods, knowledge and working practices.

These principles apply across EULMAN's activities and to the external professionals, experts and partners involved in assignments performed under EULMAN's responsibility, where applicable.

2. Our Quality Principles

Client focus

Quality begins with a clear understanding of the purpose of an assignment.

EULMAN seeks to establish the objectives, expected outcomes, applicable constraints and relevant stakeholder requirements before and throughout execution.

Where requirements evolve, their impact on scope, timing, resources and expected results is assessed and addressed accordingly.

Client feedback is considered an integral part of the quality process and contributes to the improvement of both individual assignments and wider working practices.

Fitness for purpose

Deliverables are developed according to their intended use.

The level of research, analysis, documentation, verification and review is adapted to the nature and criticality of the assignment. Particular attention is given to work that may support

strategic decisions, public procurement, funding applications, regulatory matters, investment decisions or engagement with public and institutional stakeholders.

Quality therefore means not only producing technically correct work, but producing work that is relevant, usable and appropriate to its context.

Professional judgement and evidence

EULMAN promotes evidence-based analysis and the responsible exercise of professional judgement.

Where appropriate, conclusions and recommendations are supported by identifiable sources, documented assumptions, applicable requirements or other relevant evidence.

Facts, assumptions, interpretations and recommendations should remain distinguishable whenever this distinction is material to the client's understanding or decision-making.

Uncertainty is not concealed. Where information is incomplete, evolving or subject to interpretation, this should be appropriately reflected in the work delivered.

Consistency and proportionality

Common quality principles apply throughout EULMAN, while controls are implemented proportionately.

A short advisory assignment does not require the same level of documentation as a complex international project. Nevertheless, both are expected to demonstrate appropriate control, professional care and accountability.

This proportional approach allows EULMAN to maintain robust standards without introducing unnecessary administrative complexity.

3. Quality in Project and Assignment Delivery

EULMAN integrates quality controls throughout the lifecycle of an assignment rather than treating quality as a final-stage verification exercise.

Definition and planning

At the beginning of an assignment, relevant elements may include:

- objectives and expected outcomes;
- scope and exclusions;
- responsibilities and interfaces;
- applicable deadlines and milestones;
- client and stakeholder requirements;
- regulatory, contractual or procedural constraints;
- information and documentation requirements;
- principal risks and dependencies;
- expected deliverables and validation points.

The degree of formalisation depends on the complexity and criticality of the assignment.

Execution and monitoring

During execution, progress and relevant changes are monitored against agreed objectives.

Material deviations, emerging constraints or risks are addressed as early as reasonably possible. Where they may significantly affect scope, timing, quality or expected outcomes, they are communicated to the relevant stakeholders.

EULMAN seeks to maintain a clear relationship between requirements, work performed, decisions taken and outputs produced.

Review of deliverables

Relevant deliverables are subject to an appropriate review before release.

Depending on the nature of the assignment, this may include verification of:

- completeness;
- factual and analytical consistency;
- alignment with the agreed scope;
- calculations and quantitative information;
- references and supporting evidence;
- regulatory or procedural requirements;
- terminology and internal consistency;
- document structure and presentation;
- confidentiality and information classification;
- version and document status.

For significant or sensitive deliverables, an additional review may be performed whenever appropriate.

Validation and closure

Where applicable, client comments, validation points and final changes are documented and incorporated before completion.

Project closure may include confirmation of final deliverables, organisation of relevant documentation, identification of outstanding actions and capture of lessons that may improve future assignments.

4. Document and Information Integrity

Reliable consulting work requires reliable information.

EULMAN applies principles of document control and information integrity intended to preserve the accuracy, availability, confidentiality and traceability of information throughout its lifecycle.

Depending on the assignment and information concerned, controls may include:

- structured document identification and naming;
- version management;
- controlled storage and access;
- preservation of relevant working and final documentation;

- identification of approved or final versions;
- management of confidential information;
- appropriate sharing and transmission methods;
- access based on professional need;
- protection against unintended alteration, disclosure or loss;
- appropriate retention and disposal practices.

EULMAN seeks to ensure that people involved in an assignment have access to the information necessary to perform their responsibilities while limiting unnecessary exposure of client, partner and internal information.

Information security matters are addressed within EULMAN's broader information-security framework and are further detailed in the EULMAN Information Security Charter (ELMN-002).

5. Risk-Based Approach

Risk management forms part of EULMAN's approach to quality.

Risks are considered in proportion to the nature and complexity of the activity and may include, among others:

- delivery and scheduling risks;
- regulatory and compliance risks;
- information-security and confidentiality risks;
- dependency on third parties;
- conflicts of interest;
- quality or reliability of source information;
- contractual and commercial risks;
- reputational risks;
- continuity and availability risks;
- risks arising from international or multi-stakeholder environments.

The objective is not to eliminate uncertainty, but to identify material risks early enough to make informed decisions and implement appropriate responses.

Where circumstances change, risk considerations may be reassessed throughout the assignment.

6. Competence, Responsibility and External Expertise

The quality of professional services depends fundamentally on the competence of the people performing them.

EULMAN seeks to assign responsibilities according to the expertise, experience and capacity required by each engagement.

Where specialist knowledge is required, external experts or partners may be involved. Their contribution is expected to meet the professional, confidentiality and quality requirements applicable to the relevant assignment.

The use of external expertise does not remove the need for appropriate coordination and quality control of work delivered under EULMAN's responsibility.

EULMAN also encourages continuous development of professional knowledge, particularly in areas affected by regulatory, technological, market or methodological change.

7. Compliance, Ethics and Independence

EULMAN considers integrity and compliance inseparable from quality.

Activities are expected to be conducted in accordance with applicable legal, regulatory, contractual and professional requirements.

Particular attention is given, where relevant, to:

- confidentiality and professional discretion;
- protection of personal and business information;
- prevention and management of conflicts of interest;
- anti-bribery and ethical business conduct;
- transparent and responsible interactions with public and private stakeholders;
- appropriate management of third-party relationships;
- accuracy and integrity of information provided to clients and stakeholders.

Where potential conflicts, limitations or circumstances capable of materially affecting professional independence are identified, they should be assessed and managed appropriately.

8. Data Protection and Information Security

EULMAN recognises that information entrusted by clients, partners and stakeholders is an essential business asset.

Personal data is handled in accordance with applicable data-protection requirements, including the principles established by the European Union General Data Protection Regulation (GDPR), where applicable.

Information-security practices are guided by the principles of confidentiality, integrity and availability.

Controls are applied according to risk and may concern access management, information classification, secure storage and transmission, incident handling, backup, recovery and continuity.

These principles complement EULMAN's dedicated information-security governance and are intended to ensure that quality and information security remain integrated rather than separate considerations.

9. Business Continuity and Resilience

EULMAN seeks to maintain appropriate continuity of its professional activities and to reduce avoidable dependency on individual systems, documents or resources.

According to the nature of the activity, continuity considerations may include:

- availability of critical information;
- backup and recovery;
- continuity of communication;

- alternative access to essential resources;
- management of critical dependencies;
- appropriate transfer of knowledge and documentation.

Continuity measures are proportionate to the risks associated with the relevant activity or assignment.

10. Non-Conformities, Feedback and Improvement

Quality requires the ability to identify weaknesses and improve.

When a significant error, deviation, complaint or other quality issue is identified, EULMAN seeks to understand its nature, evaluate its impact and implement an appropriate response.

Where relevant, this may involve:

- correction of the immediate issue;
- communication with affected stakeholders;
- identification of contributing or root causes;
- corrective measures;
- adaptation of templates, controls or working methods;
- incorporation of lessons into future assignments.

Client feedback, project experience, regulatory developments and changes in professional practice are considered potential sources of improvement.

EULMAN's objective is therefore not simply to maintain established practices, but to improve them as the organisation, its activities and its operating environment evolve.

11. Reference Framework

EULMAN's quality approach is informed by internationally recognised management principles and professional practices.

In particular, the framework reflected in this Charter takes into consideration principles addressed by:

ISO 9001, Quality management systems, particularly customer focus, process management, evidence-based decision-making and continual improvement.

ISO 31000, Risk management, particularly the integration of risk considerations into governance, planning and decision-making.

ISO/IEC 27001, Information security management systems, particularly the protection of confidentiality, integrity and availability of information through risk-based controls.

ISO 22301, Business continuity management systems, particularly organisational resilience and continuity of critical activities.

ISO 37301, Compliance management systems, particularly the integration of compliance responsibilities into organisational practices.

ISO 37001, Anti-bribery management systems, particularly prevention, proportionate controls and responsible business conduct.

ISO 10002, Quality management and customer satisfaction, particularly the structured consideration and handling of complaints and feedback.

ISO 19011, Guidelines for auditing management systems, particularly principles relating to evidence, objectivity and systematic review, where relevant to internal control activities.

EULMAN also takes into consideration applicable European and national legal requirements, including the **General Data Protection Regulation (EU) 2016/679**, as well as contractual requirements and recognised professional practices relevant to individual assignments.

These frameworks are used as sources of recognised principles and good practice. Their relevance and application are assessed proportionately according to EULMAN's activities and the nature of each engagement.

12. Governance of this Charter

This Charter applies across EULMAN's activities.

Its principles are intended to guide the organisation of assignments, professional conduct, internal working practices and the management of relationships with clients, partners and external contributors.

The Charter is reviewed periodically and may be updated to reflect changes in EULMAN's activities, applicable requirements, recognised standards, professional practices or lessons arising from project execution.

Supporting policies, procedures, templates and controls may further define how individual principles are implemented within specific areas of activity.

The Quality Charter forms part of EULMAN's broader governance framework and should be read together with other applicable corporate policies and charters.

Our Commitment

EULMAN's objective is straightforward: **to provide professional services that clients and partners can rely on.**

This requires more than expertise alone. It requires clear responsibilities, controlled information, appropriate verification, professional integrity, awareness of risk and a willingness to improve.

Quality is therefore treated as a continuous organisational responsibility, embedded in the way EULMAN prepares, performs, reviews and improves its work.

Approved by the Board on 26-06-2026

EULMAN SAS