# SQA Services, Inc. 2021 Quality Calendar



#### SQA 2020 - What we saw and learned

#### The Hit

#### **The Pivot**

#### **The Comeback**

"Everybody has a plan until they get punched in the mouth." (Mike Tyson)

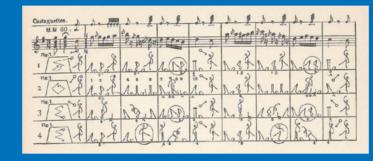
Each year SQA prepares a detailed business plan as part of a rolling 5-year outlook.

Department heads and executive management spend months aligning resources with new ventures and expected client activity.

The plan for 2020 looked like being right on track - at least for a quarter. Then we saw our sales drop by nearly 50%.

Like much of the world, confusion and uncertainty surrounding Covid-19 gripped SQA's clients, suppliers and people on the ground. Site, local, national and international restrictions meant that, for a period at least, SQA was unable to get to or on location where services were required.





Almost immediately, SQA enacted a bold plan with two goals: first survive, then thrive. In a literal overnight transformation, SQA became a remote organization, with all but a single employee working from home with full secure access to all company resources. This was done ahead of any government order and surely contributed to SQA's 100% Covid-free record.

With the drop in revenue, the whole company participated in an aggressive cost-reduction campaign that ensured stability and continuity.

Following company-wide brainstorming efforts, employees took on new and different roles that helped transform our services and delivery to align with the new situation.

Finally, in a communications campaign like we've never seen, efforts to keep services moving saw activities increase two, three, and often four times in what we call 'scratching and clawing' to maintain the business.

Following the initial impact of the pandemic in April, SQA's pivoting measures had the desired effect. Sales and service delivery rose steadily through the year, with November being the first month to surpass 2019 figures.

The income reductions that SQA staff endured earlier in the year had been gradually reinstated as pre-determined sales thresholds had been hit.

Remarkably, through the sacrifice, ingenuity and incredible efforts of the whole SQA team, no employees were let go due to the pandemic.

The new and improved services and operations had transformed SQA into a 'Covid-resistant' business, while our highly-regulated clients found ways to adapt too.

**SQA** had survived and is now ready to thrive.



### SQA 2021 – How we're ready

#### **Our New Look**

"Adapt or perish, now as ever, is nature's inexorable imperative." (H. G. Wells)

Almost two years before Covid-19, SQA had committed to relocating to a new, larger premises designed for close team interaction with large groups of people. In the post-Covid world, this was the opposite of contemporary office design.

Fortunately, although we had a hard move-out date mid-year, we had not committed to the new design, and were able to pivot once again.

The result was a state-of-the-art operations center that combines employee safety with team productivity.

Located close to our old headquarters, we look forward to welcoming visitors to our new home!



#### **Our Enhanced Services**



What 2020 taught us is that we need to be more flexible in our delivery, and to provide more options to clients.

Being flexible means being ready with alternatives when the usual approach doesn't work – like negotiating dates, locations, or even individual Associate characteristics with suppliers.

Providing options means anticipating needs (or hurdles) based on the current situation - like offering options to provide services remotely, and supporting emerging commodities, capabilities and standards.

This flexibility and capability all needs to be provided in an environment subject to increasing demands for security and compliance.

SQA's core infrastructure and STEPQ systems continue to grow to meet our demanding client requirements.

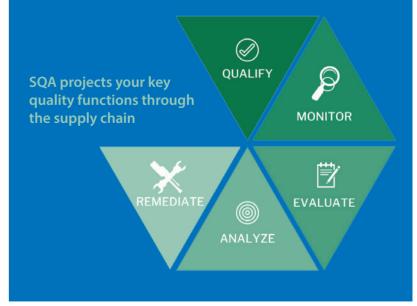
#### **Our Clear Focus**

What 2021 means to us is an opportunity to realize the second goal of our 2020 plan to survive, then thrive.

SQA's resilience has been reinforced through the sacrifice of a team that truly believes we can change the world of supplier quality.

This resilience gives us a stable base from which to sharpen our focus on our client needs, both now and in the future.

As the life sciences produce new treatments, as aerospace reaches new heights, as technology pushes new boundaries, and as energy is produced through cleaner, safer methods, SQA is committed to providing more efficient and effective ways to assure quality in their complex and global supply chains.







## JANUARY 2021

humans every day? Much of this processing and storage occurs in sophisticated data centers located around the world. SQA's support for companies such as Google ensures data center quality in everything from power management systems, to high resolution displays, to site works. Data centers provide business continuity to secure, store, process, distribute, and access large amounts of data, while achieving zero waste and leading in energy efficiency. This type of activity is just the latest phase in SQA's 25 years of supporting leading-edge technology. In this case, we're helping ensure that consumers not only get what they pay for, but also what they Google.

**SUNDAY** 

**TUESDAY** 

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**THURSDAY** 

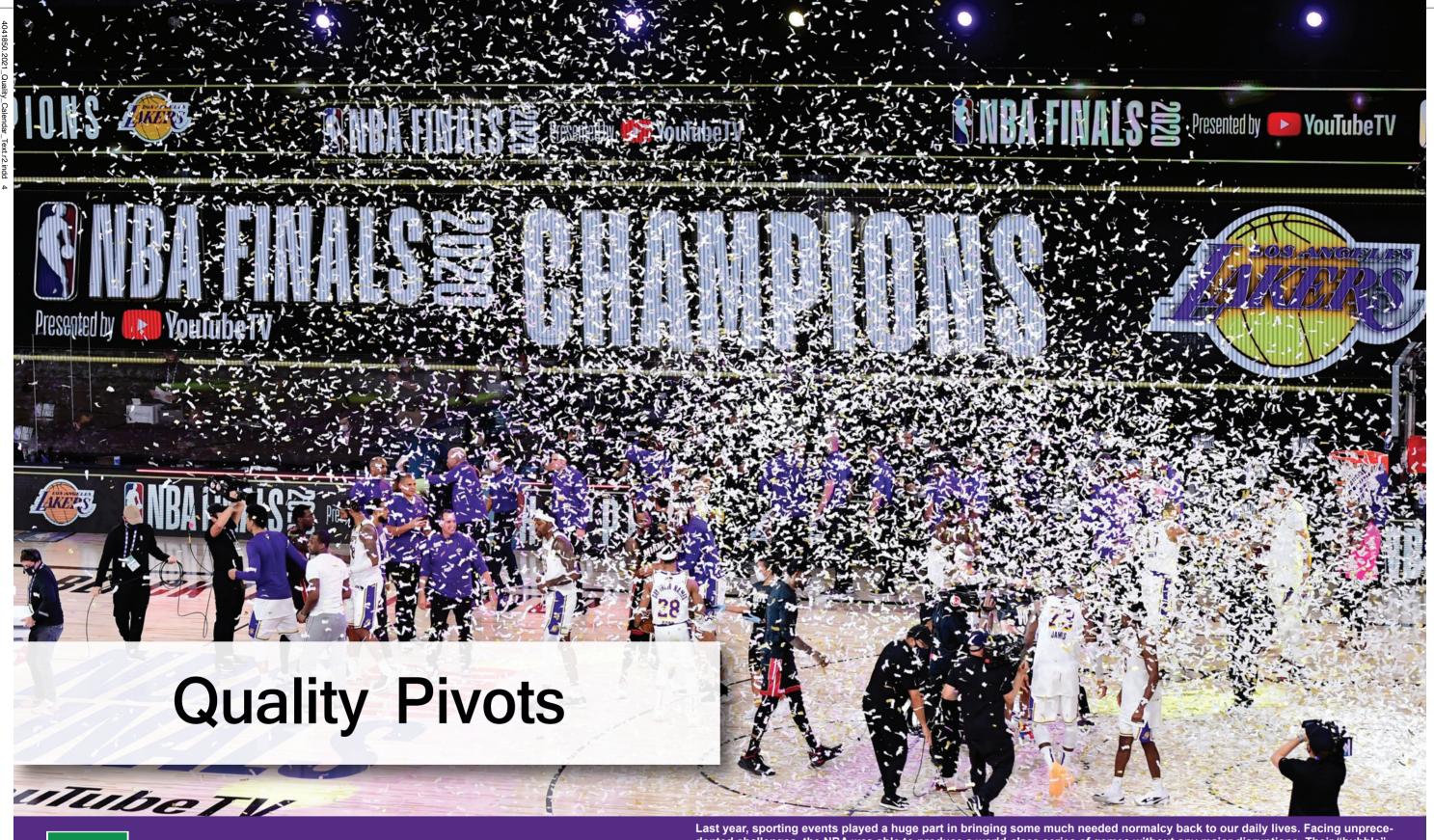
**FRIDAY** 

"Have a healthy disregard for the impossible."  Larry Page				December 2020         S       M       T       W       T       F       S         1       2       3       4       5         6       7       8       9       10       11       12         13       14       15       16       17       18       19         20       21       22       23       24       25       26         27       28       29       30       31	1 New Year's Day	2
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## FEBRUARY 2021

dented challenges, the NBA was able to produce a world-class series of games without any major disruptions. Their "bubble" approach housed 16 teams, their families, staff, reporters, and referees in one Orlando village for over 90 days, with frequent Covid-19 testing to ensure safety. Considering the massive logistical complexities, the results were astonishing, and they crowned a champion when many doubted it could be done. The creative use of virtual fans via videoconferencing during the telecasts added to the experience as they cheered on their favorite teams. SQA has supported clients during the quest for the Covid-19 vaccine by auditing participating global suppliers involved at every critical level. Other clients manufacturing rapid Covid-19 test machines utilized SQA inspection services to enable production ramp-up and assure quality results for us all. We're honored to have played our part in making the world a safer place through better quality testing and treatment products.

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January 2021       S     M     T     W     T     F     S       1     2       3     4     5     6     7     8     9       10     11     12     13     14     15     16       17     18     19     20     21     22     23       24     25     26     27     28     29     30       31	1	the ER because I'm There is no playb	is harder than working in so prepared for the ER. book for the bubble." by Sims	4	5	6	
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28	March 2021  S M T W T F S  1 2 3 4 5 6  7 8 9 10 11 12 13  14 15 16 17 18 19 20	"Obstacles don't have to stop you. If you run into a wall, don't turn around and give up. Figure out how to climb it, go through it, or work around it."					

Michael Jordan

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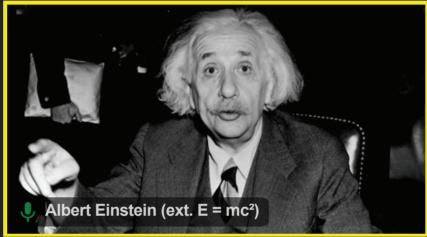
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Reactions

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Imagine if the world's most influential people were suddenly cut off from those around them. How would they communicate? Last year, companies everywhere were faced with the challenge of connecting their most influential people in order to continue operations and adapt to the new conditions. During this time, SQA literally switched overnight to having all employees work from home for safety. Zoom calls became the norm and we were part of the 290 million participants doing the same thing to survive. Our ability to support global supply chains went uninterrupted, and by implementing a robust remote supplier audit offering, SQA was able to complete a record number of audits during the final quarter of 2020. Our goal was to Survive and Thrive and we're proud of our results as a global leader.

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28	Get Dressed for Work As appealing as working in your pylamas may sound, people are usually more productive and can establish better work life balance when they maintain their 'get ready for work' routine.  Giftingowl	Establish Boundaries  Even though it can be tempting to continue to work through the night, it is so important to establish boundaries. Set your start time, finish time and allow yourself a few breaks throughout the day.  Stay Active  Make sure you're moving your body and getting plenty of exercise. A great tip is to go for a walk around the block before and after work to mimic your morning and evening commute.	31	April 2021  S M T W T F S	do it alone, per	t for leaders; son to person." Teresa

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**APRIL** 2021

What's the sign of an awesome company? How about a whiskey distillery that switches to making hand sanitizer to save lives? Clever and selfless acts like this started catching on in the midst of the Covid-19 crisis, and the world rallied to support community efforts like never before. There was a lot of bad news circulating, and news outlets often focused on the negative rather than positive stories of people going over and above their duties to help others. During the early days of Covid-19, the FDA administered regulations in support of companies that aided the Personal Protective Equipment [PPE] efforts. SQA responded by providing supplier surveillance for many of these companies around the world. It sure feels good to help companies that choose to do the right thing.

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"The greatness of a community is most accurately measured by the compassionate actions of its members."  Coretta Scott King			March 2021  S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1	2  Good Friday	3
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25	26	27	28	29	30	May 2021  S M T W T F S  1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

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**MAY** 2021

In 1980, Valerie Thomas, a NASA scientist, patented the Illusion Transmitter, a device that enables three-dimensional (3D) viewing of an object by creating optical illusions with concave mirrors. While 41 years have passed, NASA continues to use her invention for space imaging. Additionally, the technology has been adapted for use in surgery as well as the production of television and video screens (the next time you watch a 3D movie, you know who to thank!) Similar to Thomas's technology, quality is multidimensional and depends on several characteristics of the product, including performance, reliability, and conformance. SQA is proud to help clients in the aerospace, medical device, and technology industries create products of the highest quality with countless applications through our audit, inspection, and engineering services.

**SUNDAY** 

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**FRIDAY** 

	"A mind that is stretched by a new experience can never go back to its old dimensions." Oliver Wendell Holmes, Jr.					1
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**JUNE** 2021

prohibited drug for medical use. Despite this federal classification, 35 states have legalized the drug for medical use with a doctor's prescription, and 15 states allow recreational use. Currently, FDA has approved several cannabis-derived drug products for prescription use and is now receiving more pressure to regulate these legal variations. SQA is now being called upon by prospective clients to monitor and provide auditing surveillance to cannabis manufacturers and distributors within their supply chain. When working with these clients, SQA will continue to follow FDA guidelines and standards for patient safety.

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**JULY** 2021

The American Heart Association estimates that up to 200,000 lives could be saved annually if cardiopulmonary resuscitation (CPR) is performed early enough on a patient. Last year, an SQA Associate was saved on-site by two colleagues who administered CPR after he had suffered a heart attack. William Kouwenhouven, known as the "Father of Cardiopulmonary Resuscitation," is famous for his development of the closed-chest cardiac massage and his invention of the cardiac defibrillator. SQA is always inspired to support the manufacture of life-saving medical devices, and the development of new techniques and technologies - one such example is a wearable defibrillator, a medical device inspected by our very own quality experts.

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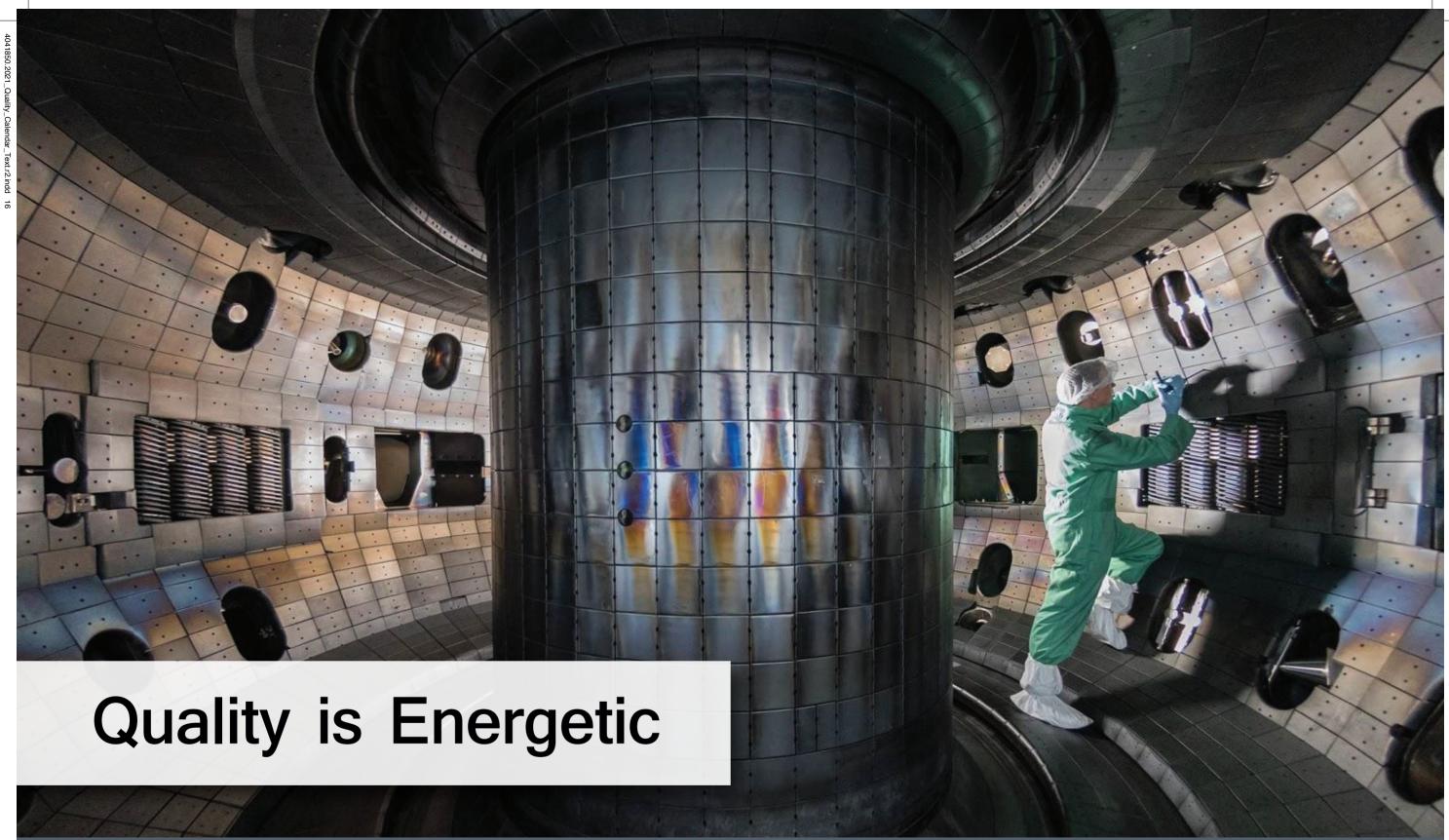
**THURSDAY** 

**FRIDAY** 

"Take some time to learn first aid and CPR. It saves lives, and it works." Bobby Sherman		June 2021       S     M     T     W     T     F     S       1     2     3     4     5       6     7     8     9     10     11     12       13     14     15     16     17     18     19       20     21     22     23     24     25     26       27     28     29     30	August 2021  S M T W T F S  1 2 3 4 5 6 7  8 9 10 11 12 13 14  15 16 17 18 19 20 21  22 23 24 25 26 27 28  29 30 31	1	2	BAD CPR IS BETTER
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18	19	20	21	William Kouwenhouven	23	24
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## AUGUST 2021

In the 1970s, pioneering scientists hoped to generate electricity by using the heat from nuclear fusion reactions - the same kind of reaction that occurs in the core of the Sun, where hydrogen atoms fuse with each other to become helium atoms. They believed fusion systems to hold promise as an unlimited source of energy for future generations. However, a major challenge was the cost and complexity of the reactors needed for research. Today, SQA is working with Commonwealth Fusion Systems (CFS), an American company aiming to build a compact fusion power plant based on the ARC tokamak concept from the 1970s, but smaller, more efficient, and more cost-effective than its predecessors. By providing a variety of supplier quality assurance services, SQA is proud to support the CFS quality team in their efforts to meet our growing energy demands and to combat climate change.

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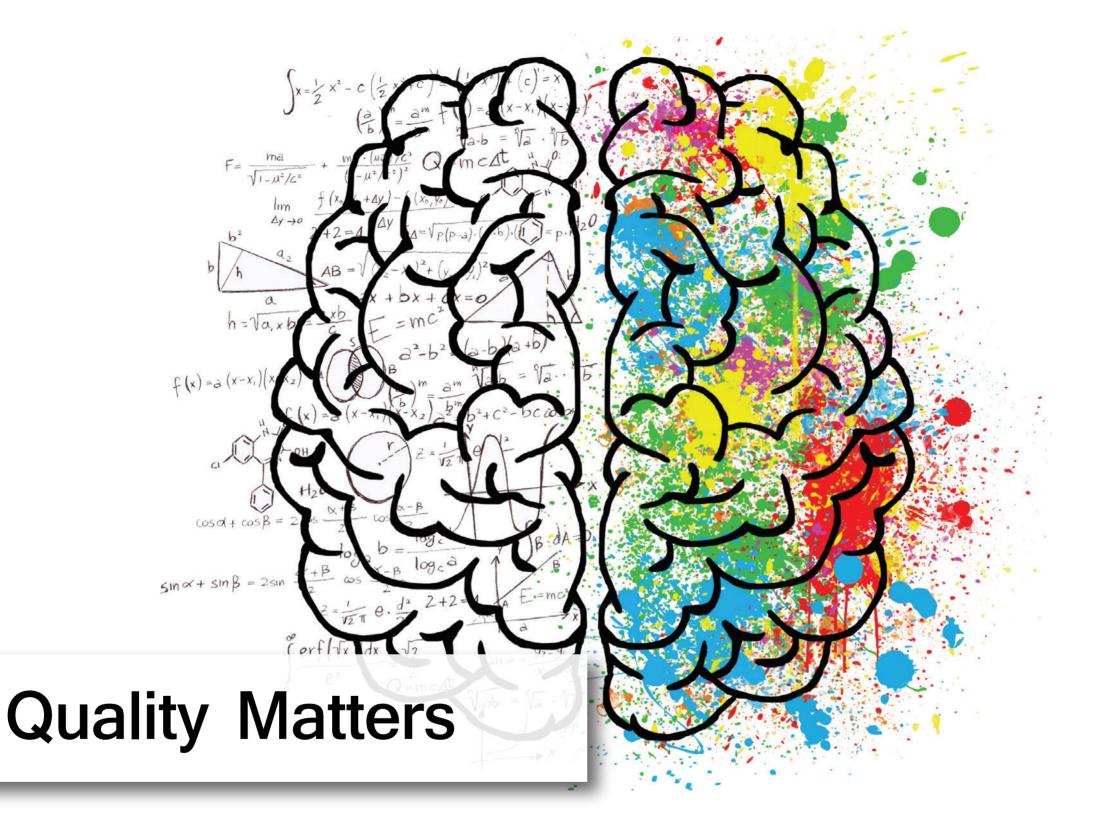
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## SEPTEMBER 2021

According to the World Health Organization, one in four people will be affected by a mental or neurological disorder at some point in their lives. During Covid-19, 40% of respondents to a CDC survey reported struggling to mentally cope with recent events. Maintaining our mental well-being matters, and as a result, the quality of diagnostics, treatment, and support available for those experiencing mental health challenges matters, too. SQA focuses on what matters by helping ensure quality in medical devices to diagnose, and pharmaceuticals to treat mental health conditions.

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"People are always selling the idea that people with mental illness are suffering.  I think madness can be an escape. If things are not so good, you maybe want to imagine something better."  John Forbes Nash Jr.		August 2021  S M T W T F S  1 2 3 4 5 6 7  8 9 10 11 12 13 14  15 16 17 18 19 20 21  22 23 24 25 26 27 28  29 30 31	1	2	3	4
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12	13	14  The state of t	15	16	17	Your Mind Matters
19	Dr. John F. Nash	NOBELPRISET The Nobel Price	22 Fall Equinox	23	24	25
26	27	28	29	30	October 2021  S M T W T F S	

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# **Quality Stands Up**



## OCTOBER 2021

More than 600,000 deaths in the US are attributed to cancer every year. The mental and physical effects of this disease are painful and confusing for the patient, and they weigh heavily on the family and friends who support patients with open hearts. Organizations such as Stand Up To Cancer help galvanize efforts to accelerate research that can get new therapies to patients quickly. For one breakthrough therapy, 2021 marks the 30th year since receiving FDA approval. It was at this time that SQA's long-time client, Amgen, produced Neupogen, a treatment for the prevention of infections in patients whose immune systems are suppressed due to cancer. Today, billions of dollars continue to be spent annually to fight all types of cancer. SQA is proud to support this fight by assuring quality in global drug supply chains, thereby protecting and ultimately helping patients everywhere.

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THURSDAY

**FRIDAY** 

"All of us at Amgen are inspired by the same mission: to serve patients."  Bob Bradway				September 2021         S       M       T       W       T       F       S         1       2       3       4         5       6       7       8       9       10       11         12       13       14       15       16       17       18         19       20       21       22       23       24       25         26       27       28       29       30	1	2
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## **NOVEMBER** 2021

Our respect and appreciation can never be expressed enough for those who serve and have served in the military. Within the Arlington National Cemetery - guarded every second of every day for the past 75 years - lies the Tomb of the Unknown Soldier. Founded on November 11th 1921, the site symbolizes those Americans who gave their lives in various wars in defense of the nation's integrity and honor. Sentinels, who volunteer for this post, are considered the elite of the 3rd US Infantry Regiment ("The Old Guard") and are headquartered at nearby Fort Myer, Virginia. Soldiers go through many tests and hours of training to become one of the honored few. They must remain in impeccable physical condition so as to look seamless from one rotation to the next. More than 600 Tomb Guards have earned hadges since the late 1950s. SOA is honored to support our defense clients in assuring quality in products that keep badges since the late 1950s. SQA is honored to support our defense clients in assuring quality in products that keep

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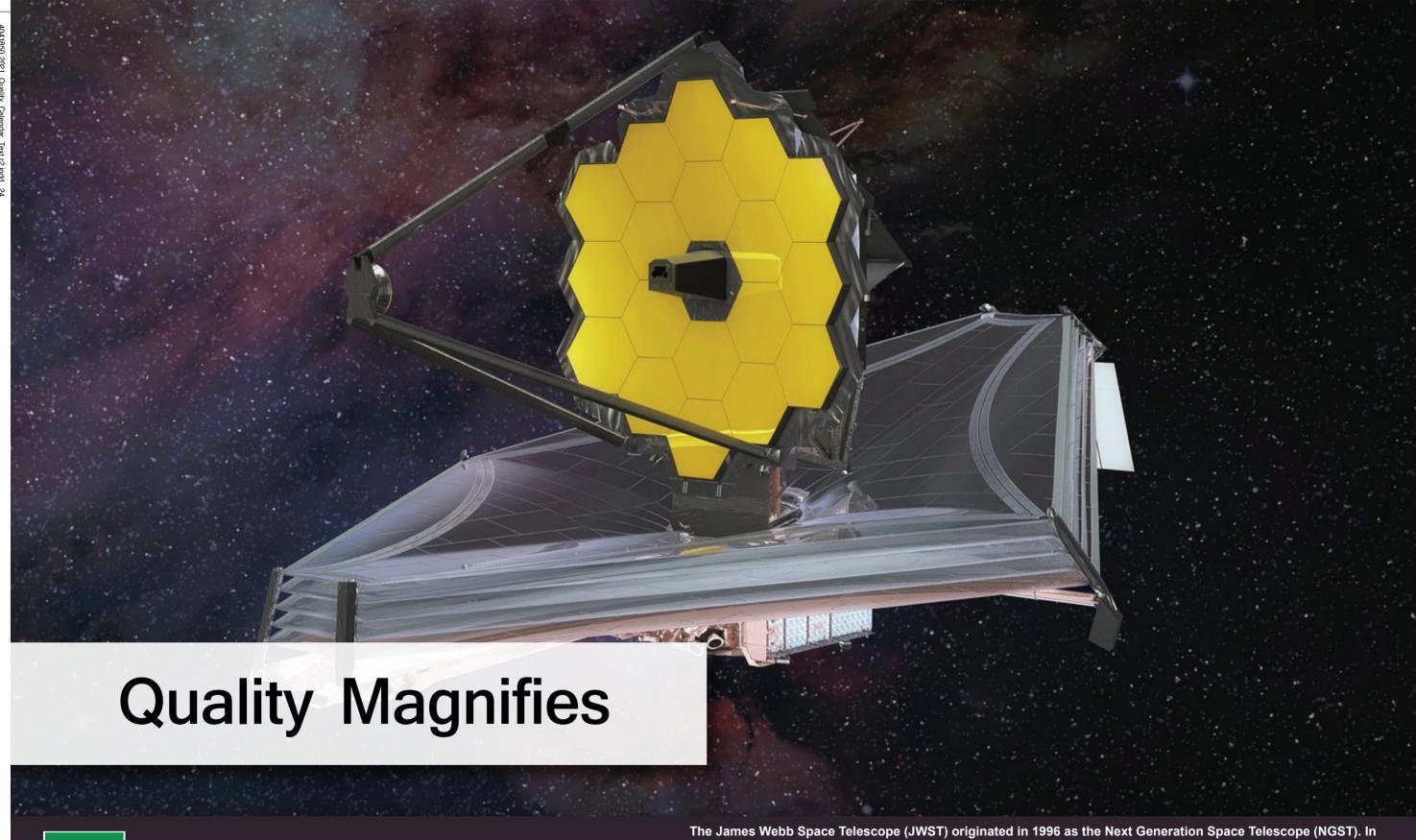
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# DECEMBER 2021

2002, it was renamed after NASA's second administrator, James E. Webb. Webb was known for his work with the Apollo program and for establishing scientific research as a NASA core competency. The JWST was scheduled to launch this year - 25 years after its origination. It is the largest, most powerful and complex telescope ever built much more than its predecessor, NASA's Hubble Space Telescope. The JWST will open up the opportunity to look deeper into black holes and distant host galaxies than ever before. SQA is proud to have been assuring quality on this project for over 15 years, and we look forward to participating in this new era of space exploration.

**TUESDAY** 

**WEDNESDAY** 

**THURSDAY** 

**FRIDAY** 

"Space is for everybody. It's not just for a few people in science or math, or for a select group of astronauts. That's our new frontier out there, and it's everybody's business to know about space."  Christa McAuliffe			1	2	3	4
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