



QUALITY BY DESIGN

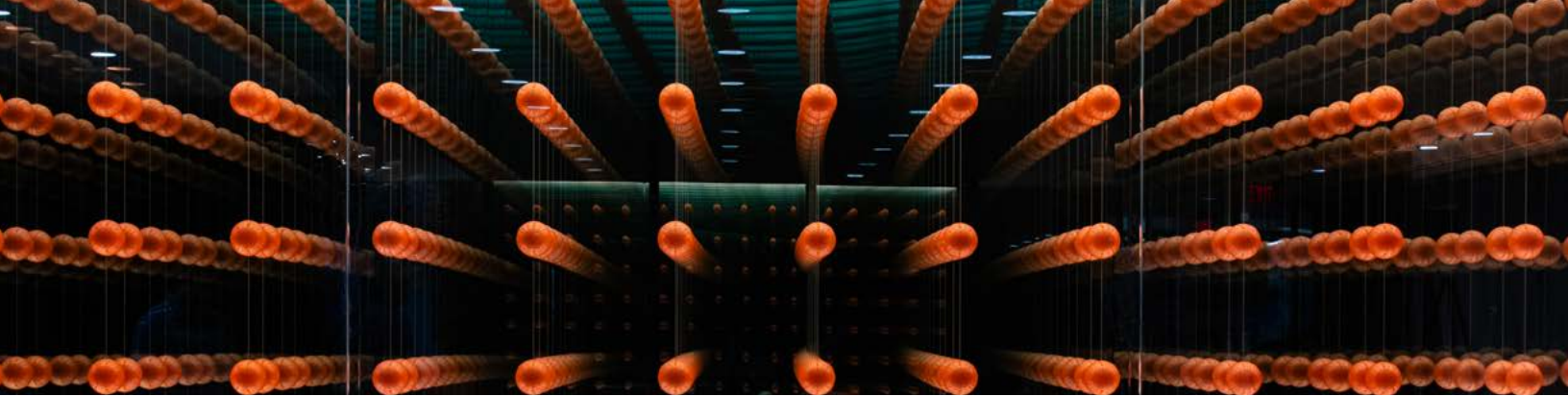
Draper leverages its multidisciplinary core capabilities to design and develop advanced solutions to complex, challenging problems. From idea to end use of solution, our quality system helps ensure that our deliverables meet customer expectations.

DRAPER®

QUALITY MANUAL

JUNE 2025





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*At Draper, we believe exciting things
happen when new capabilities are
imagined and created.*

CONTEXT OF THE ORGANIZATION

Whether formulating a concept and developing each component to achieve a field-ready prototype or combining existing technologies in new ways, Draper engineers apply multidisciplinary approaches that deliver new capabilities to customers.

As a non-profit research and development company, Draper focuses on the design, development and deployment of advanced technological solutions for the world's most challenging and important problems.

We provide engineering services directly to government, industry, and academia; work on teams as a prime or subcontractor; and participate as a collaborator in consortia. We provide unbiased assessments of technology or systems designed or recommended by other organizations — custom designed, as well as commercial-off-the-shelf.

Draper is a world-class leader in guidance, navigation and control (GN&C) solutions that operate in the harshest environments. We have the experience and capabilities needed to solve virtually any GN&C challenge. For more than 50 years, as a non-profit innovation company, we have designed, developed, and supported the fielding of guidance systems for strategic deterrence and space exploration, as well as completed scientific discovery to solve the nation's toughest national security problems. At the core of these great technical achievements is a team of exceptionally talented technical and functional staff united to solve tough problems, while reinforcing our commitment to educating the next generation of innovators.

Draper has five strategic objectives to transform and modernize the company: 1) Scale Mission Impact 2) Grow Leaders 3) Pioneer Mission-Driven Innovation 4) Enhance Corporate Governance 5) Trusted Innovation Partner.



DRAPER CORE VALUES

Our core values will serve as the cornerstone for Draper’s cultural change. These will be woven into every employee-related process and will be fundamental in caring for our people. We will integrate this set of strategically sound beliefs into all we do to reinforce the underlying “philosophy” of the organization and reward the behaviors.



DRAPER'S MULTIDISCIPLINARY APPROACH TO INNOVATIVE ENGINEERING



Customer Focus

Customer focus is critical to our success and central to Draper's core values and program management and engineering strategies. All Draper employees share the responsibility for maintaining superior customer satisfaction through their commitment to these values. Draper business areas solicit customer feedback in the form of surveys completed on a regular cadence. This information along with other quantitative measures of customer satisfaction are reviewed, analyzed and used to ensure that we are aligned with our customer's needs and expectations. Corrective actions are initiated when planned results are not achieved or are at risk of not being achieved.

Management ensures that customer requirements, including those related to climate change, and applicable statutory and regulatory requirements are determined, understood and converted into internal requirements and communicated to appropriate personnel within the organization. Customer requirements are evaluated for risks and opportunities that can affect conformity of products and services and our ability to enhance customer satisfaction.

Risk-Based Thinking

Draper incorporates risk-based thinking to achieve and maintain an effective Quality Management System (QMS). Risk-based thinking ensures that potential negative consequences are identified and considered throughout the entire business process. Risk management can take many forms: whether to pursue an opportunity, how to respond to a solicitation for proposal, execution of a program or execution

of any part of our QMS. Risks are tracked and managed through creation, ranking, mitigating and periodic review with all relevant internal and external stakeholders.

Communication and Awareness

Draper considers effective communication critical to successful collaboration throughout the organization. Communication and awareness occur at all levels: senior management through Town Hall meetings; supervisors through departmental and program-level meetings; and organization-wide via our communication desk, which includes newsletters, policy updates, and IT and security awareness. Draper's QMS portal page is the primary hub for quality management content, communication, and metrics. We are committed to continually pursuing new and creative ways of using electronic media to foster effective communication with all interested parties.

All Draper employees will engage with interested parties at their appropriate level, when needed, to discuss business related topics, changes to processes, and any other items that could affect the interested party. In cases where explicit communication rules or standards apply (i.e., classified or CUI communications), applicable rules will be followed. Draper's Executive Leadership Team also has a proactive approach to engaging with our external interested parties. This engagement ensures key information regarding our products and services, major updates, relevant news and developments are communicated to them. This communication channel allows Draper to better understand and respond to our external interested parties' needs.

QUALITY POLICY

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*Maintaining Draper’s outstanding reputation for delivering what it promises - **high quality technical solutions to our customers’ most challenging problems, from concept to development, manufacturing, sustainment, end of life, and services** – is the responsibility of every Draper employee. At every level in the organization, this responsibility is carried out by exceeding applicable standards and requirements, adopting best practices, measuring results, and using those metrics to improve our performance.*

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Draper’s quality policy is set by top management and the Chief Executive Officer (CEO) establishes the corporate strategy. The quality policy is prominently displayed in this quality manual and on the QMS portal. The corporate strategy is communicated to the Board of Directors during board meetings and to employees regularly at quarterly all hands meetings.



QMS CERTIFICATION

Draper’s Quality Management System (QMS) has been designed to comply with the requirements of the ISO 9001:2015 standard and this Quality Manual describes the framework for quality management at Draper.



QMS SCOPE

Draper's QMS Scope covers the application of science and technology for the design, analysis, development, measurement, control and manufacture of complex dynamic systems. This scope covers our electronic, government, space, and bio products as well as our engineering services.

Our QMS is ISO 9001 certified and AS9100 compliant. AS9100 compliance encompasses our infrastructure functions as well as QMS processes integrated into production programs that meet AS9100 customer requirements.

THE QMS SUPPORTS FOUR PROGRAM TYPES:

<i>Study/ Concept</i>	<i>Research and Development</i>	<i>Production</i>	<i>Services</i>
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Interested Parties — Needs and Expectations

To ensure that our Quality Management System meets our organizational requirements, we designed it to align with the Draper approach and to meet the needs and expectations of our internal and external interested parties.

Draper recognizes our unique set of interested parties whose needs and expectations change and develop over time. To ensure our QMS meets these needs, management and technical staff continually work to understand their issues and requirements.

INTERESTED PARTIES	NEEDS & EXPECTATIONS	OBJECTIVE FOCUS
GOVERNMENT CUSTOMERS	Novel Solutions, Requirement Definition, Unbiased Assessment of Technology or Systems, Transformative Solutions	Customer Satisfaction, Innovation, Program Execution, Work Product Quality, Delivery on Commitments
INDUSTRY PARTNERS	Novel Solutions, Technology Transition for Production, Licensing of IP or Technology	Customer Satisfaction, Innovation, Program Execution, Work Product Quality, Deliver on Commitments
ACADEMIA	Collaboration, Creation of IP	Innovation, Work Product Quality, Invention Development, Building Next Generation Workforce
SUPPLIERS AND VENDORS	Relationship, Commitment, Delivery, Price	Customer Satisfaction, Program Execution, Work Product Quality
BOARD OF DIRECTORS	Corporate Culture, Workplace Environment, Training & Education, Tools	Retention, Corporate Strategy
EMPLOYEES	Solution Providers	Innovation, Work Product Quality, Mentoring/Development

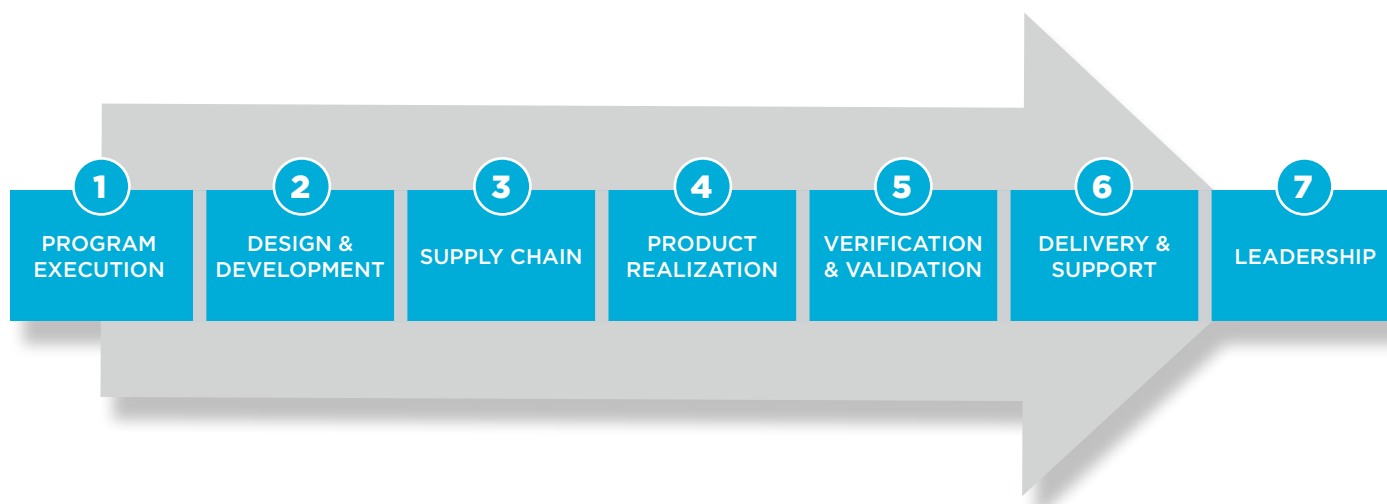
Internal and external issues and how they affect our QMS are front and center in each management review. The below table provides a general list of issues affecting Draper. Draper tackles ideas that are viewed as “impossible” which drives a high risk and high reward situation. These management reviews analyze the issues for risk and how our QMS is impacted. QMS enhancements are based on the complexity of the issue. More complex issues require a quality project with a structured approach while less complex issues are resolved as a problem report closed by the appropriate responsible party.

EXTERNAL ISSUES	INTERNAL ISSUES
Geopolitical instability	Developing Innovative Technology
Fluctuating Government Budgets	Growing Draper’s Manufacturing Capabilities
Cybersecurity Threats	Business Tool Implementation
Supply Chain Disruptions	AS9100D Certification
Environmental Concerns	Establishing New Business Functions
Employees	Solution Providers



DRAPER QMS PROCESSES

Our QMS processes have been established to provide products and services that meet and exceed customer's expectations. These processes have been divided into seven core areas that align with the Draper approach to product life cycle.



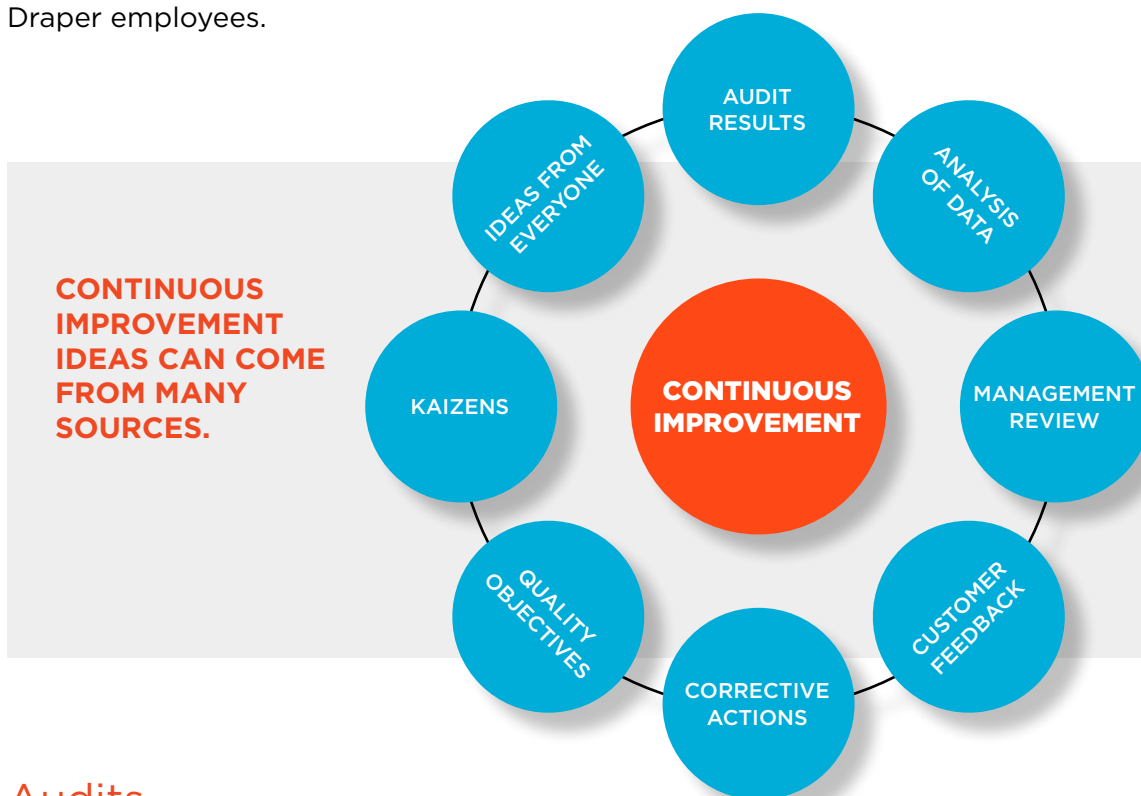
Quality Objectives and Key Performance Indicators

Quality objectives and key performance indicators (KPIs) are Draper's main methods to focus the goals from the quality policy, corporate strategy and customer needs into plans for continual improvement. Top management meets annually to determine the quality objectives and KPIs that are critical to executing the corporate strategy. These objectives are reviewed and discussed in our management review and the current quality objectives are communicated to all Draper employees via the QMS Portal.



CONTINUOUS IMPROVEMENT

Draper uses continuous improvement to learn and evolve our processes and meet our customer's needs. Continuous improvement enables us to proactively look for opportunities to improve what and how we deliver to our customers and to implement timely solutions. The improvement that results from these activities brings about enhanced performance. Continuous improvement is the responsibility of all Draper employees.



Audits

Draper has an extensive quality audit program. Internal Quality audits are used to obtain an objective, systematic appraisal of our processes, programs, and infrastructure to identify strengths, weakness and opportunities for improvement. External audits by customers and/or certification agencies provide third-party independent and objective insight into Draper's QMS implementation and adoption effectiveness on programs, business and engineering processes.



MANAGEMENT APPROACH

The Office of the Chief Executive Officer (CEO), Draper's senior executive team and Mission Assurance management have the overall responsibility for Draper's Quality System. The CEO sets the corporate strategy while management and Draper employees execute that strategy in keeping with our core values. Management is responsible for the effectiveness of the QMS with the main forum for oversight being the management review meeting held monthly. This is followed up with a quarterly rollup review with the CEO to ensure effective execution and review any changes in policy or strategy. Representative topics for the management review are summarized below.

Management Review Meeting Inputs and Outputs

INPUTS

- Status of Actions
- External & Internal Issues, Etc.
- QMS Performance & Effectiveness:
 - Review of Quality Objectives & Key Performance Indicators (i.e., On-Time Delivery, Customer Satisfaction)
 - Process Conformance & Conformity of Products & Services
 - Non-conformance & Corrective Action
 - Audit Results
- Resources, Risks & Opportunities for Improvement

OUTPUTS

- Decisions & Actions Related to:
 - Opportunities for Improvement
 - Required Changes to QMS
 - Required Resources (i.e., equipment, services or funding)



DRAPER STRATEGY

Draper's strategic priorities and values will drive Draper toward fulfilling its mission of addressing the challenge of the Great Power Competition (GPC) and build an organization that meets the evolving demands of tomorrow.

STRATEGIC PRIORITIES



DRAPER

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