

QMS Strategic Management Team Register of Interests



Name: Debbie Phillips

Correspondence Address: QMS, 4 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ

Information on how to complete the form:

- Detail any connection/ interest you have in relation to QMS and the industry which an external would perceive as an interest
- Give the organisation name in full with no abbreviations
- Confirm your position in the organisation (e.g Director, Board member, member of the organisation etc)

Remuneration

Any employment, self-employment, consultancy, partnership, directorship or position commission or fee-paid work for an industry or relevant body held by you or a close family member and which attracts regular or occasional payments in cash, recognition in any other form, or other benefit.

Detail or N/A:

N/A

Other Roles

Unremunerated directorships where the company (or other undertaking) in question is a subsidiary or parent of a company (or other undertaking) in which you hold a remunerated directorship.

Any investment in industry held by a charity for which you or a close family member is a Trustee.

Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

Detail or N/A:

N/A

Contracts	
Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.	Detail or N/A: N/A
Houses, Land & Buildings	
Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.	Detail or N/A: N/A
Shares & Securities	
Any shares that you or a close family member have, which constitute a holding in a company or organisation which may be significant to, or relevance to, or bear upon the work and operation of QMS. You should register interest if the nominal value of the share is i) greater than 1% of the issued share capital of the company or other body or ii) greater than £25,000. Value not required	Detail or N/A: N/A
Gifts & Hospitality	
Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.	Detail or N/A: N/A

Non-Financial Interests	
Any membership role or holding of office in other public bodies, clubs, societies and organisations such as trade unions and voluntary organisations that you or a close family member have with an interest or involvement in the work of the QMS. Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.	Detail or N/A: N/A
Close Family Members	
Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.	Detail or N/A: N/A

Signature: D. Phillips

Name: Debbie Phillips

Date: 17/04/2026

QMS Employee Register of Interests



Name: Emma Heath (Director of Marketing)

Correspondence Address: QMS, 4 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ

Information on how to complete the form:

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- Give the organisation name in full with no abbreviations
- Confirm your position in the organisation (e.g Director, Board member, member of the organisation etc)

Remuneration

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Detail or N/A: N/A

Other Roles

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Any investment in industry held by a charity for which you or a close family member is a Trustee.

Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

Detail or N/A: N/A

Contracts	
Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.	Detail or N/A: N/A
Houses, Land & Buildings	
Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.	Detail or N/A: N/A
Shares & Securities	
Any shares that you or a close family member have, which constitute a holding in a company or organisation which may be significant to, or relevance to, or bear upon the work and operation of QMS.	Detail or N/A: N/A
You should register interest if the nominal value of the share is i) greater than 1% of the issued share capital of the company or other body or ii) greater than £25,000. Value not required	
Gifts & Hospitality	
Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.	Detail or N/A: N/A

Non-Financial Interests	
Any membership role or holding of office in other public bodies, clubs, societies and organisations such as trade unions and voluntary organisations that you or a close family member have with an interest or involvement in the work of the QMS. Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.	Detail or N/A: None that are linked to QMS or the agri sector but are: - Fellow of The Marketing Society (since November 2025) - Co-chair of Queensferry High School Parent Council - Advisory Board Member of EWIL (Executive Women in Leadership)
Close Family Members	
Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.	Detail or N/A: None

Signature: 

Name: Emma Heath

Date: 17/4/26

QMS Strategic Management Team Register of Interests



Name: Holly McLennan

Correspondence Address: QMS, 4 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ

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- Give the organisation name in full with no abbreviations
- Confirm your position in the organisation (e.g Director, Board member, member of the organisation etc)

Remuneration

Any employment, self-employment, consultancy, partnership, directorship or position commission or fee-paid work for an industry or relevant body held by you or a close family member and which attracts regular or occasional payments in cash, recognition in any other form, or other benefit.

N/A

Other Roles

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Any investment in industry held by a charity for which you or a close family member is a Trustee.

Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

Governor of Albyn School (since May 2021)

Father – Chair of the Royal Institution of Chartered Surveyors (RICS) Scotland Board (since September 2024)

Contracts	
Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.	N/A
Houses, Land & Buildings	
Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.	N/A
Shares & Securities	
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Gifts & Hospitality	
Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.	N/A

Non-Financial Interests

Any membership role or holding of office in other public bodies, clubs, societies and organisations such as trade unions and voluntary organisations that you or a close family member have with an interest or involvement in the work of the QMS.

Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.

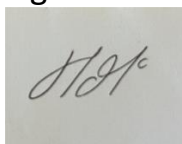
N/A

Close Family Members

Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.

N/A

Signature:



Name: H.
McLenna
n

Date:
17/04/20
26

QMS Strategic Management Team Register of Interests



Name: Kirsty McCormack

Correspondence Address: QMS, 4 Redheughs Rigg, Westpoint, South Gyle, EH12 9DQ

Information on how to complete the form:

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Remuneration

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Detail or N/A:

N/A

Other Roles

Unremunerated directorships where the company (or other undertaking) in question is a subsidiary or parent of a company (or other undertaking) in which you hold a remunerated directorship.

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Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

Detail or N/A:

N/A

Contracts

Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.

Detail or N/A:

N/A

Houses, Land & Buildings

Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.

Detail or N/A:

N/A

Shares & Securities

Any shares that you or a close family member have, which constitute a holding in a company or organisation which may be significant to, or relevance to, or bear upon the work and operation of QMS.

You should register interest if the nominal value of the share is i) greater than 1% of the issued share capital of the company or other body or ii) greater than £25,000.

Value not required

Detail or N/A:

N/A

Gifts & Hospitality

Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.

Detail or N/A:

N/A

Non-Financial Interests	
Any membership role or holding of office in other public bodies, clubs, societies and organisations such as trade unions and voluntary organisations that you or a close family member have with an interest or involvement in the work of the QMS. Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.	Detail or N/A: N/A
Close Family Members	
Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.	Detail or N/A: N/A

Signature: K Ross

Name: Kirsty Ross

Date: 12/08/26

QMS Strategic Management Team Register of Interests



Name: Laura Bain

Correspondence Address: QMS, 4 Redheughs Rigg, Westpoint, South Gyle, EH12 9DQ

Information on how to complete the form:

- Detail any connection/ interest you have in relation to QMS and the industry which an external would perceive as an interest
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Remuneration

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N/A

Other Roles

Unremunerated directorships where the company (or other undertaking) in question is a subsidiary or parent of a company (or other undertaking) in which you hold a remunerated directorship.

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Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

N/A

Contracts

Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.

N/A

Houses, Land & Buildings	
Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.	N/A
Shares & Securities	
Any shares that you or a close family member have, which constitute a holding in a company or organisation which may be significant to, or relevance to, or bear upon the work and operation of QMS. You should register interest if the nominal value of the share is i) greater than 1% of the issued share capital of the company or other body or ii) greater than £25,000. Value not required	N/A
Gifts & Hospitality	
Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.	N/A

Non-Financial Interests	
Any membership role or holding of office in other public bodies, clubs, societies and organisations such as trade unions and voluntary organisations that you or a close family member have with an interest or involvement in the work of the QMS. Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.	N/A
Close Family Members	
Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.	N/A

Signature: 

Name: Laura Bain

Date: 12
August 2026

QMS Strategic Management Team Register of Interests



Name: Sarah Millar

Correspondence Address: QMS, 4 Redheughs Rigg, Westpoint, South Gyle, EH12 9DQ

Information on how to complete the form:

- Detail any connection/ interest you have in relation to QMS and the industry which an external would perceive as an interest
- Give the organisation name in full with no abbreviations
- Confirm your position in the organisation (e.g Director, Board member, member of the organisation etc)

Remuneration

Any employment, self-employment, consultancy, partnership, directorship or position commission or fee-paid work for an industry or relevant body held by you or a close family member and which attracts regular or occasional payments in cash, recognition in any other form, or other benefit.

Detail or N/A:

Father, Alex Allison is a councilor with South Lanarkshire Council.

Other Roles

Unremunerated directorships where the company (or other undertaking) in question is a subsidiary or parent of a company (or other undertaking) in which you hold a remunerated directorship.

Any investment in industry held by a charity for which you or a close family member is a Trustee.

Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

Detail or N/A:

Father, Alex Allison is Chair of the Board of the Scottish Association of Young Farmers Clubs which QMS works closely with as the charity responsible for developing the next generation of young farmers in Scotland. QMS has a long-standing relationship with SAYFC and supports key activities as part of the delivery of its implementation plan.

Aunt, Rhona Allison is Managing Director for Growth at Scottish Enterprise which QMS (through its role on the Scotland Food and

	Drink Export Board) supports key projects such as the Scottish Development International In Market Specialists.
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Contracts

Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.

Detail or N/A:
N/A

Houses, Land & Buildings

Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.

Detail or N/A:

Husband David Millar is a partner in his family farming business which is a member of the QMS cattle and sheep assurance scheme and pay levy through cattle and sheep that they finish for a number of outlets.

My father and brother farm in partnership and the business is a member of the QMS Cattle and Sheep Assurance Scheme.

Shares & Securities

Any shares that you or a close family member have, which constitute a holding in a company or organisation which may be significant to, or relevance to, or bear upon the work and operation of QMS. You should register interest if the nominal value of the share is i) greater than 1% of the issued share capital of the company or other body or ii) greater than £25,000. Value not required	Detail or N/A: N/A
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Gifts & Hospitality

Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.	Detail or N/A: ABP Food Group: Scotland vs Ireland 6 Nations March 2024 Marks and Spencer's: Scotland vs Finland Football Game June 2024 Marks and Spencers: Scotland football game October 2025
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Non-Financial Interests

Any membership role or holding of office in other public bodies, clubs, societies and organisations such as trade unions and voluntary organisations that you or a close family member have with an interest or involvement in the work of the QMS. Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.	Detail or N/A: Sarah Millar: Life member of the Royal Highland Agricultural Society of Scotland; The Scottish Conservative Party. Father, Alex Allison: Life member of Royal Highland Agricultural Society of Scotland, business member of NFU Scotland, RSABI, The Scottish Conservative Party,
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Close Family Members

Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.	Detail or N/A: Father is president of the Scottish Association of Young Farmers Clubs, which is a non-executive role related to governance of the board. QMS has an operational relationship with SAYFC staff members where we support key initiatives to help develop young agriculturalists, a key part of our strategy. Husband David Millar is a partner in his family farming business which is a member
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	of the QMS cattle and sheep assurance scheme and pay levy through cattle and sheep that they finish for a number of outlets. My father and brother farm in partnership and the business is a member of the QMS Cattle and Sheep Assurance Scheme.
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Signature:

Name: Sarah Millar

Date:

QMS Strategic Management Team Register of Interests



Name:

Correspondence Address: QMS, 4 Redheughs Rigg, South Gyle, Edinburgh EH12 9DQ

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Detail or N/A: None

Other Roles

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Any payment or other form of support or sponsorship from industry or other relevant body that benefits an organisation in which you or a close family member has an interest (for example, a grant or sponsorship of an academic post).

Detail or N/A: None

Contracts	
Contracts with Quality Meat Scotland you have made as an individual, partner of a firm, or undertaking in which you are a director or in which you have shares.	Detail or N/A: None
Houses, Land & Buildings	
Any houses, land or buildings which you own or have any other right or interest which may be significant to, of relevance to, or bear upon, the work and operation of Quality Meat Scotland.	Detail or N/A: None
Shares & Securities	
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Gifts & Hospitality	
Any gifts or hospitality received during your term of office. You do not have to declare gifts under the value of £50, normal hospitality associated with your duties or gifts received on behalf of QMS.	Detail or N/A: None

Non-Financial Interests

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Any fellowship that you or a close family member holds and which is endowed by an industry or other relevant body.

Detail or N/A: None

Close Family Members

Any interests of any close family members, who has transactions with QMS or is likely to have transactions or do business with.

Detail or N/A: None

Signature:



Name:

Tom
Gibson

Date:

20/4/26