

HSEQ Management System Manual

ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018

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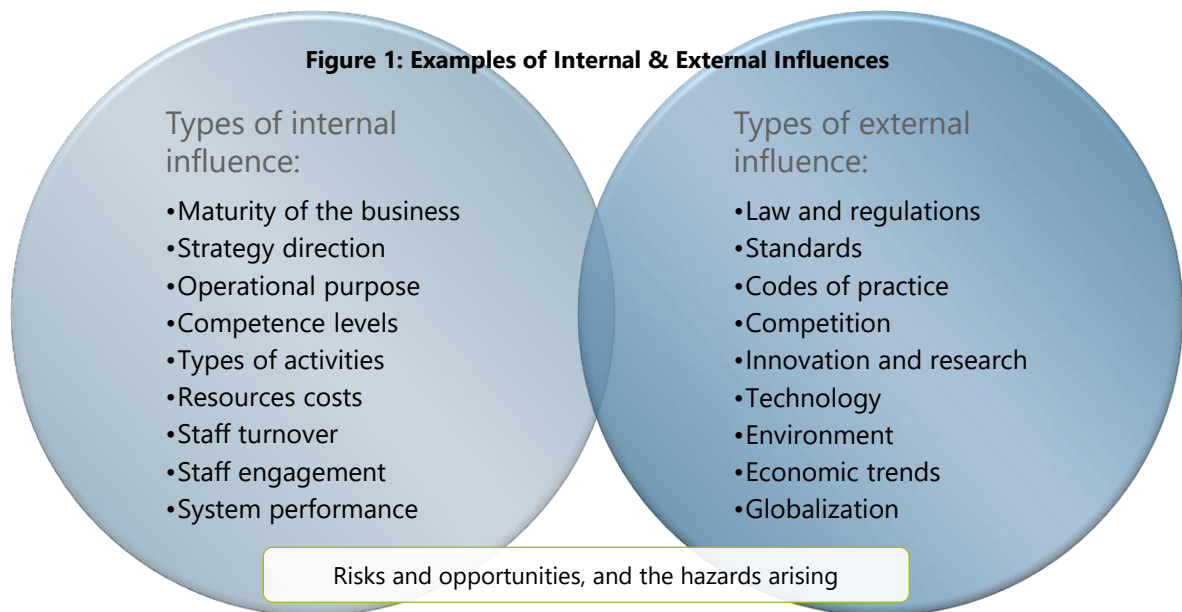
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4 About Our Organization

4.1 Organizational Context

Your organization is committed to defining our position in the marketplace and understanding how relevant factors arising from legal, political, economic, social, and technological issues influence our strategic direction and our organizational context.

Your organization identifies, analyzes, monitors, and reviews factors that may affect our ability to satisfy our customers and stakeholders, as well as; factors that may adversely affect the stability and integrity of our processes and our management system.



To ensure that our organizational context is aligned with our strategy whilst taking account of relevant, influential, internal, and external factors; your organization collates and analyzes information pertinent to those influential factors to identify issues that have the potential to be affected by our activities, products, and services.

Similarly, we identify internal and external issues that could be capable of affecting our organization's ability to deliver products, services, or activities. Broadly, these issues are defined as:

- **Internal issues** – conditions related to our organizational activities, products, services, strategic direction, culture, people, knowledge, processes and systems. Using *SWOT analysis* provides our organization with framework for reviewing and evaluating our strategies, and the position and direction of our organization, business propositions and other ideas;
- **External issues** – conditions related to cultural, social, political, legal, regulatory, financial, technological, economic, competition at local, national or international levels. Using *PESTLE analysis* provides our organization with framework for measuring our market and growth potential.

Your organization assesses information about our influential factors to ensure that a continual understanding of the relevance of each factor is derived and maintained. To facilitate the understanding of our context, we regularly consider issues that influence our business during management review meetings, the results of which are conveyed via minutes and business planning documents.

1. Business strategy plans and meetings;
2. Management system goals, their communication and their incentivization;
3. Information provided on our website or social media channels;
4. Annual reports;
5. Management meeting minutes.

Your organization ensures that our policies are understood, implemented, and maintained throughout at all levels of the organization through the printed distribution of our policy statements and periodic management review of the policy statements and corporate-level improvement objectives. **Your organization** communicates our mission, vision, strategy, policies, and processes to all employees in order to:

1. Create and sustain shared values of fairness and ethical behavior;
2. Establish a culture of trust and integrity;
3. Encourage commitment to safety and quality;
4. Provide people with the required resources, training, and authority to act with accountability;
5. Inspire, encourage, and recognize people's contributions.

In addition, our policies, objectives, and targets are communicated and deployed throughout the business via individual, team, and department performance objectives which are established and discussed during employee performance reviews.

5.1.2 Customer Focus

Your organization strives to identify current and future customer needs, to meet their requirements and to exceed their expectations. **Top management** ensures that the focus on improving customer satisfaction is maintained by setting objectives related to customer satisfaction at management review meetings.

Top management also ensures that customer requirements are understood and met. Customer requirements are understood, converted into internal requirements, and communicated to appropriate personnel within the organization.

Customer complaints and other customer feedback are continually monitored and measured to identify opportunities for improvement. We continually look for ways to interact directly with our customers to ensure that we focus on their unique needs and expectations.

5.2 Management System Policy

5.2.1 Establishing the Policy

Your organization's HSEQ policy acts as a compass by providing the direction and framework for establishing key corporate-level performance measures, as well as related objectives and targets. **Top management** ensures that our corporate policies are established and documented and that the policies are available to all interested parties via our website.

The **Top management** has overall responsibility for defining, documenting, implementing, and reviewing our policies in consultation with the management teams and other personnel or their representatives. The policies are reviewed at least annually, as part of the management review programme or at a frequency determined by:

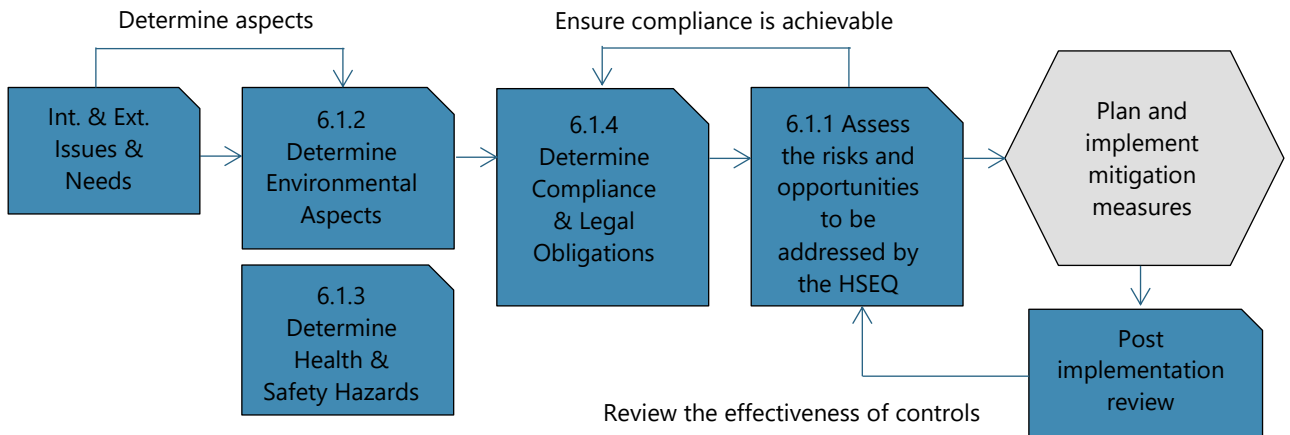
1. Changes in organizational context (Refer to Section 4.1);

6 Planning

6.1 General

In order for our organization to have a successful HSEQ management system, we consider and manage the risks and opportunities relating to our stakeholders, our external and internal context, and our HSEQ aspects. This process uses the information collected during our context evaluation (SWOT & PESTLE), stakeholder and interested party analysis, and the evaluation of our aspects.

Figure 4 Sources of Risk & Opportunity



Top management then considers the risks and opportunities that we manage to ensure that our HSEQ management system meets its intended outcomes, manages external environmental conditions, and achieves continual improvement.

Once the significant or material risks and opportunities are identified, our organization plans actions to mitigate perceived risks or take advantage of opportunities. Action is taken in a variety of ways using our HSEQ management system processes via setting objectives, targets, policies, operational control or emergency preparedness, supplier evaluation, or other business processes.

6.1.1 Risks & Opportunities

The aim of risk and opportunity management within **your organization** is to ensure that organizational capabilities and resources are employed in an efficient and effective manner to take advantage of opportunities and mitigate risks.

Top management is responsible for incorporating risk-based thinking into our organization's culture. This includes the establishment of risk management policies and targets to ensure the effective implementation of risk and opportunity management principles throughout the lifecycle of our products, activities, or services by:

1. Providing sufficient resources to carry out risk and opportunity management activities;
2. Assigning responsibilities and authorities for risk and opportunity management activities;
3. Reviewing information and results from audits and risk and opportunity management activities.

The scope of **your organization's** risk and opportunity management process is communicated by the Risk & Opportunity Procedure which includes a methodology for the assessment of the internal and external issues

The audit is conducted according to the *Internal Audit Procedure* to ensure that timely corrective actions are implemented to correct any deficiencies found. The results of the audits are recorded and submitted to the personnel having responsibility in the area audited. The results of the internal quality audits are summarized for discussion at management reviews.

Supporting documentation:

Doc No.	Title & Description
P0920-01	Internal Auditing Procedure

9.3 Management Review

9.3.1 General

To ensure the continuing suitability, adequacy and effectiveness of our HSEQ management system in meeting our organization's strategies, **Top management** conducts formal management review meetings at planned intervals. The requirements for conducting a management review are defined and communicated using the *Management Reviews Procedure*.

Each management review meeting may require multiple subjects and departmental input and rely upon multiple metrics and data analysis. When more frequent meetings are conducted, the meeting agenda is reduced to focus on customer-critical issues, with the full review cycle of the HSEQ occurring annually.

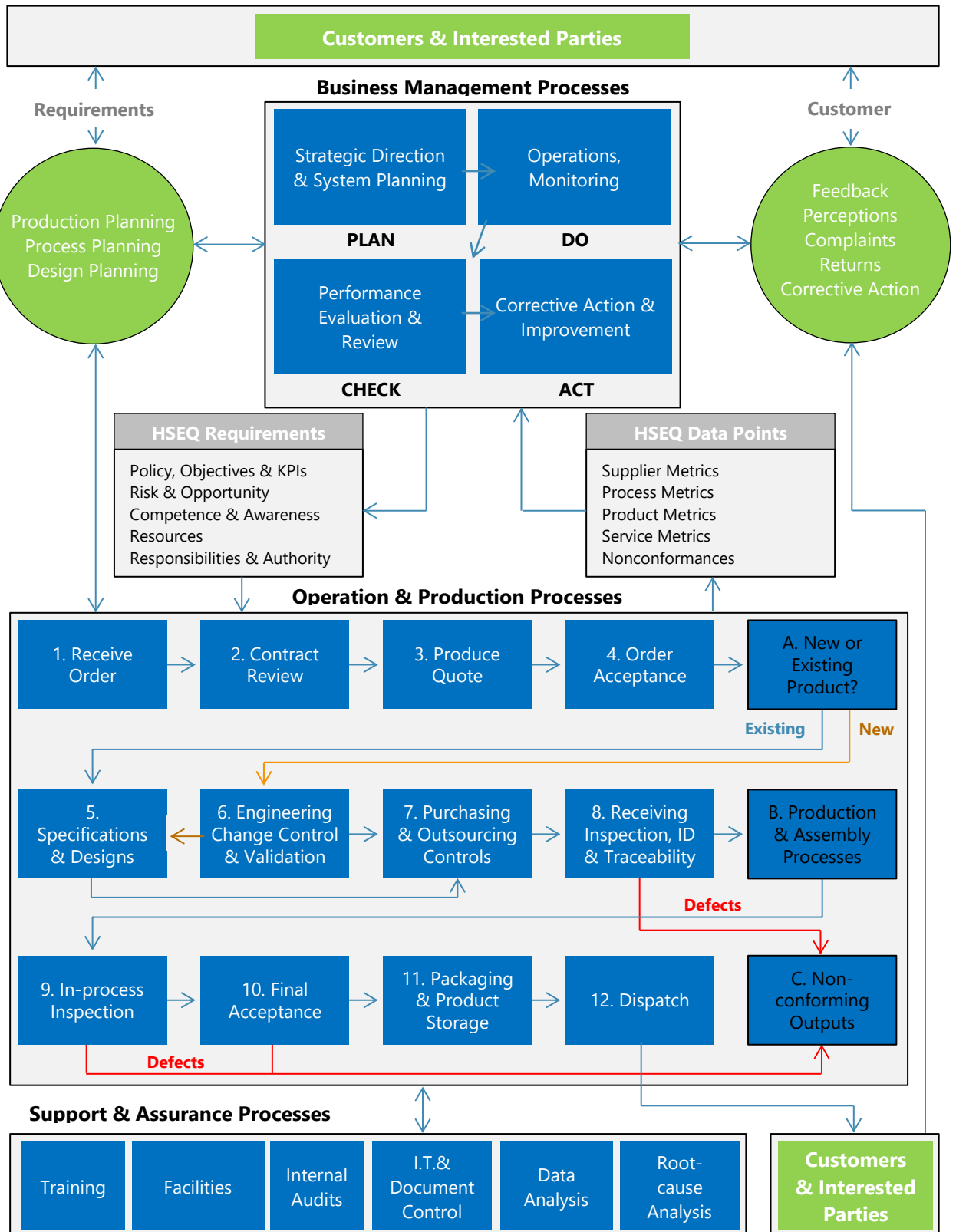
Agenda Item (9.3.2)	Impact on Customer or Business	Frequency	Type of Meeting
Previous actions	High	Monthly	Functional review
Changes to the HSEQ	Low	Six-monthly	HSEQ review
Aspects and Hazards	Very High	Weekly/Daily	HSEQ review
Performance of the HSEQ	High	Monthly	Environmental review
Customer satisfaction	High	Monthly	Functional review
Legal & Compliance Obligations	Medium	Quarterly	Planning review
HSEQ objectives	Low	Six-monthly	Environmental review
Product/Process conformity	Very High	Weekly/Daily	Quality review
NCR/CAR/Incident root-causes	Medium	Quarterly	Planning review
Monitoring and measurement results	Very High	Weekly/Daily	HSEQ review
Internal audit results	Low	Six-monthly	HSEQ review
Consultation and participation	Medium	Quarterly	Planning review
External providers	Medium	Quarterly	Planning review
Resources required	Low	Six-monthly	HSEQ review
Actions to address risk	High	Monthly	Functional review

In response to changing or special conditions and events, the frequency of management review activities will increase.

In summary, a **Senior Director** chairs the HSEQ Review Meeting. The review group is coordinated and recorded by the **HSEQ Manager**. To ensure that the review group includes each of the requirements of ISO 9001, ISO 14001 and ISO 45001, a *Management Review Agenda & Minutes* is prepared issued and distributed by the **HSEQ Manager** as appropriate.

Appendices

A.1 Interaction of Processes



A.3 Correlation Matrix

This section provides a matrix that correlates the headings of ISO 9001, ISO 14001 and ISO 45001 against the relevant sections in this document.

ISO 9001, ISO 14001 and ISO 45001		Related Documentation	
Clause	Title	HSEQ Manual	Procedure No.
4.0	About our Organization	4.0	N/a
4.1	Organizational Context	4.1	P0400-01
4.2	Relevant Interested Parties	4.2	P0400-01
4.3	Management System Scope	4.3	P0400-01
4.4	Management System Processes	4.4 & A.1	P0400-01
5.1	Leadership & Commitment	5.0	N/a
5.1.1	General	5.1.1	N/a
5.1.2	Customer Focus	5.1.2	N/a
5.2	Quality & Environmental Policy	5.2	N/a
5.2.1	Establishing the Policy	5.2.1	N/a
5.2.2	Communicating the Policy	5.2.2	N/a
	Policy Statement	5.2.3	N/a
5.3	Roles, Responsibilities & Authorities	5.3 & A.2	P0530-01
5.4	Consultation & Participation	5.4	P0540-01
6.1	Planning - General	6.0	N/a
6.1.1	Risks & Opportunities	6.1.1	P0611-01
6.1.2	Environmental Aspects	6.1.2	P0612-01
6.1.2	Hazard Identification	6.1.3	P0613-01
6.1.3	Legal & Compliance Obligations	6.1.4	P0614-01
6.1.5	Planning Action	6.1.5	N/a
6.2.1	HSEQ Objectives	6.2.1	P0620-01
6.2.2	HSEQ Objectives & Plans to Achieve Them	6.2.2	P0620-01
6.3	Planning for Change	6.3	P0630-01
7.1	Support - Resources	7	N/a
7.1.1	General	7.1.1	N/a
7.1.2	People	7.1.2	P0723-01
7.1.3	Infrastructure	7.1.3	P0713-01
7.1.4	Environment for the Operation of Processes	7.1.4	P0713-01
7.1.5	Monitoring & Measuring Resources	7.1.5	P0715-01
7.1.6	Organizational Knowledge	7.1.6	P0750-01
7.2	Competence	7.2	P0723-01
7.3	Awareness	7.3	P0723-01
7.4	Communication	7.4	N/a
7.4.1	General	7.4	P0740-01
7.4.2	Internal Communication	7.4	P0740-01
7.4.3	External Communication	7.4	P0740-01
7.5	Documented Information	7.5	N/a
7.5.1	Management System Documents	7.5.1	P0750-01
7.5.2	Creating, Updating & Issuing	7.5.2	P0750-01
7.5.3	Control of Documented Information	7.5.3	P0750-01
8.1	Operation Planning & Control	8.1	N/a
8.1	Health & Safety Planning & Control	8.1.1	P0811-01
8.1	Environmental Planning & Control	8.1.2	P0812-01

ISO 9001, ISO 14001 and ISO 45001		Related Documentation	
Clause	Title	HSEQ Manual	Procedure No.
8.1	Quality Planning & Control	8.1.3	P0813-01
8.2	Determining Requirements for Products and Services	8.2	N/a
8.2.1	Customer Communication	8.2.1	P0820-01
8.2.2	Determining Requirements	8.2.2	P0820-01
8.2.3	Review of Requirements	8.2.3	P0820-01
8.2.4	Changes to Requirements	8.2.4	P0820-01
8.3	Design & Development of Products	8.3	N/a
8.3.1	General	8.3.1	P0830-01
8.3.2	Planning	8.3.2	P0830-01
8.3.3	Inputs	8.3.3	P0830-01
8.3.4	Controls	8.3.4	P0830-01
8.3.5	Outputs	8.3.5	P0830-01
8.3.6	Changes	8.3.6	P0830-01
8.4	Suppliers & Purchasing	8.4	N/a
8.4.1	General	8.4.1	P0840-01
8.4.2	Purchasing Controls	8.4.2	P0840-01
8.4.3	Purchasing Information	8.4.3	P0840-01
8.5	Production and Service Provision	8.5	N/a
8.5.1	Control of Production & Service Provision	8.5.1	P0850-01
8.5.2	Identification & Traceability	8.5.2	P0850-01
8.5.3	3 rd Party Property	8.5.3	P0850-01
8.5.4	Preservation	8.5.4	P0850-01
8.5.5	Post-Delivery Activities	8.5.5	P0850-01
8.5.6	Control of Changes	8.5.6	P0850-01
8.6	Release of Products & Services	8.6	P0860-01
8.7	Nonconforming Process Outputs and Products	8.7	N/a
8.7	Nonconforming Products & Services	8.7.1	P0870-01 & P0870-02
8.2	Emergency Situations	8.7.2	P0870-03
9.1	Monitoring, Measurement, Analysis & Evaluation	9.1	N/a
9.1.1	General	9.1.1	N/a
9.1.2	Customer Satisfaction	9.1.2	P0912-01
9.1.3	Analysis & Evaluation	9.1.3	P0913-01 & P0913-02
9.1.4	Evaluation of Compliance	9.1.4	P0913-02
9.2	Internal Audit	9.2	N/a
9.2.1	General	9.2.1	P0920-01
9.2.2	Internal Audit Programme	9.2.2	P0920-01
9.3	Management Review	9.3	N/a
9.3.1	General	9.3.1	P0930-01
9.3.2	Management Review Inputs	9.3.2	P0930-01
9.3.3	Management Review Outputs	9.3.3	P0930-01
10.0	Improvement	10.0	N/a
10.1	General	10.1	N/a
10.2	Nonconformity & Corrective Action	10.2.1	P1020-01
10.2	Supplier Corrective Action	10.2.2	P1020-02
10.2	Incident Investigation & Reporting	10.2.3	P1020-03
10.3	Continual Improvement	10.3	P1030-01