Emarat Aloula Contracting

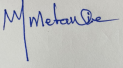Industrial City of Abu Dhabi 3, PO Box 26831

Abu Dhabi, U.A.E.

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COMPANY MANAGEMENT

INTEGRATED
MANAGEMENT SYSTEM MANUAL
(QMS + EMS+ FMS)
(ISO 9001:2015, ISO 14001:2015 & ISO 41001:2018)

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7	17 May 2023	QAE	OHSEM	QHSSEM	GM
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REVISION RECORD SHEET

NOTES

Revisions after 0 are denoted by a vertical line in the left and margin against the revised text, with the revision number displayed next to the revision line as shown by the example on the left.

Revision numbers are A, B, C, etc. up to the issue for management approval and implementation, which is Rev. 0.
Subsequent revisions shall be 1, 2, 3, etc.

Section	Rev.	Date	Description	Prepared by	Reviewed by	Approved by
Issue 1	0	02 Oct-2017	Integrated QMS and EMS and upgraded to 2015	RM	MT	AE
Issue 1	1	07 Jul. 2018	IMS Manual revised to adopt New Organization Structure	JTV	RM	HA
Issue 2	0	30 Jan. 2019	Reissued to adapt the Company name change as Emarat Aloula Contracting Co. LLC	JTV	RM	HA
Issue 2	1	24 Nov. 2019	Revised to reflect the change in the Scope of IMS	EG	AA/RM	HA
Issue 2	2	01 Dec. 2020	Revised to add Emarat Aloula Industries scope	PG	AA/RM	HA
Issue 2	3	10 May 2021	Revised to change in Environmental Policy	KK	AA/RM	HA
Issue 2	4	17 Aug. 2021	Revised to reflect the Company name changes	KK	AA/RM	MM
Issue 2	5	21 Apr. 2022	Revised to set the boundaries for scope of management system.	KK	AA/RM	MM
Issue 2	6	07 Apr.2023	Revised to incorporate requirements of FMS	KK	RV/RM	MM
Issue 2	7	17 May 2023	Revised Section 7.5 to add Information and data requirements for FM services	KK	RV/RM	MM

Table of Contents

1.   INTRODUCTION

Emarat Aloula Contracting Co - Sole Proprietorship L.L.C (EAC) initially established as a subsidiary of Kharafi National Kuwait, is now completely an independent Emirati organization, under the Ownership and management of its own executive management based in UAE

Today we are one of the leading contracting companies in UAE, with diversified business lines in the sectors of:

- Infrastructure Project Development
  (to pursue privately financed projects under Build-Operate-Transfer [BOT] schemes)
- Engineering, Procurement, Construction & Commissioning
- Plant Operations
- Facilities Management
- Piping, structural steel & Vessels Fabrication Services
- Trading Operations
- Pest Control
- Waste Transportation

Emarat Aloula Contracting Co - Sole Proprietorship L.L.C is an organization owned by Ali & Sons Contracting Company - Sole Proprietorship L.L.C, member of Ali & Sons Holding LLC, a privately owned Emirati Company having its head office in Abu Dhabi.

2.   VISION, MISSION, VALUES & CORE STRATEGY

Vision Statement

To become an innovative efficient organization that employs latest technologies and industrial advancements.

Mission Statement

To achieve superior growth, providing a customer-focused, superior products and services and bring a positive impact on our community and environment.

Our Values

♦   Innovative   We thrive on our craving to reach the future today.

♦   Respectful   We encourage inclusion and operate with high ethical and professional standards.

♦   Efficient   We thrive on maximizing value.

♦   Cooperative   We work closely with both in-house and external partners to maximize growth.

Core Strategy

♦   Create a sustainable business model that allows for a robust entity that can withstand and grow throughout economic challenges.

♦   Enhance our capabilities by introducing innovative approaches to complex tasks that distinguishes EA Group from others.

♦   Develop additional capabilities through partnerships and JVs that allow us to increase our market share.

♦   Enhance our people skills and welfare.

3.   DEFINITIONS

3.1	Supply chain	-	Suppliers → Organization → Customers
3.1.1	Supplier	-	Vendor of a product or service; including subcontractors
3.1.2	Organization	-	Emarat Aloula Contracting Co - Sole Proprietorship L.L.C. (herein after referred as EAC) and Emarat Aloula Industries – Sole Proprietorship L.L.C. (herein after referred as EAI)
3.1.3	Customer	-	All Clients and their authorized representatives with whom a contractual agreement is established.
3.1.4	Product	-	Also includes service
3.2	Externally provided Products and Services	-	A process that the Organization needs for its Integrated Management System and which the Organization chooses to have performed by an external party.

3.3   The terms and definitions as given in ISO 9000 and ISO 14001 & ISO 41001 shall apply.

4.   **ORGANIZATION**

4.1   ORGANIZATIONAL CONTEXT

EAC's activities include EPC, Operation & Maintenance and Facility Management Projects, addressing the needs and expectations of customers, meeting all statutory and regulatory requirements.

Internal Issues applicable to EAC/EAI are identified through SWOT analysis.
External Issues applicable to EAC/EAI are identified through PESTLE analysis.

Once identified, all issues are included in EAC/EAI Issues Register for detailed analysis and management.

Organization includes the following operations with individual trade licenses;

Emarat Aloula Contracting Co - Sole Proprietorship L.L.C., Abu Dhabi

Emarat Aloula Contracting One Person Company L.L.C., Dubai

Emarat Alula Facilities Management Services (Br of Emarat Aloula Contracting Co - Sole Proprietorship L.L.C.) (Dubai Branch), Dubai

Emarat Aloula Industries-Sole Proprietorship L.L.C., Abu Dhabi

These above operations collectively named as **Emarat Aloula Group**

4.2   NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

Interested parties relevant to EAC are identified and their requirements well are understood. All efforts shall be made towards meeting and exceeding the requirements and expectations of Stakeholders/ Interested parties.

4.3   SCOPE OF IMS

QMS and EMS applies to the following activities for Emarat Aloula Contracting Co - Sole Proprietorship L.L.C., Abu Dhabi and Emarat Aloula Contracting One Person Company L.L.C., Dubai

Engineering Design, Procurement, Construction, Project Management, Commissioning, Operation & Maintenance and Facility Management in Residential, Social Infrastructure, Infrastructure, Commercial, & Industrial, Petroleum, Chemical, Power, Water, Wastewater, Waste Management and Communication Sectors.

Design & Engineering Services may be outsourced in certain cases or when required by customers. In such cases, client requirements shall be followed for the review and approval processes, including engagement of specialized Consults as applicable.

The scope of FMS for Emarat Aloula Contracting Co -Sole Proprietorship LLC, Abu Dhabi and Emarat Aloula Facilities Management Services (Br of Emarat Aloula Contracting Co - Sole Proprietorship L.L.C.) (Dubai Branch), Dubai applies to following.

Facility Management Services in Residential, Social Infrastructure, Infrastructure, Commercial, & Industrial, Petroleum, Chemical, Power, Water, Wastewater, Waste Management and Communication Sectors.

The scope of QMS and EMS for Emarat Aloula Industries-Sole Proprietorship L.L.C., Abu Dhabi applies to following activities.

Design, Fabrication and Erection, Rehabilitation and Retrofitting of various industrial equipment, pressure vessels, storage tanks, process skids, prefabricated pressure piping and steel structures.

The scope of this IMS manual is limited for the operations of Emarat Aloula Group in the UAE.

4.4   IMS PROCESSES

The Integrated Management System established by the EAC & EAI for QMS, EMS & FMS shall be implemented, maintained, and continually improved, through identification and addressing of risks and opportunities. The Integrated Management system places emphasis on the prevention of problems rather than dependence on detection of errors or non-conformances.

Where any process that affects product conformity to requirements is outsourced, EAG shall ensure control over such externally provided products and services. The type and extent of control to be applied to these outsourced processes shall be defined appropriately.

The Interaction between the processes of the integrated management system is summarised in Appendix II.

5.   **LEADERSHIP AND GOVERNANCE**

5.1   MANAGEMENT COMMITMENT AND CUSTOMER FOCUS

The top management is committed to develop and implement a process-based management system and shall endeavour to continually improve its effectiveness by focusing on risks and opportunities, legal / compliance requirements, and customer satisfaction.

The management system shall be reviewed at regular intervals to ensure effectiveness and the availability of required resources.

The top management shall ensure that risks and opportunities related to customer and regulatory requirements are determined and addressed to enhance customer satisfaction and to meet the needs and expectations of Stakeholders and interested parties.

5.2   QUALITY, ENVIRONMENTAL & FACILITY MANAGEMENT POLICIES

These policies are aimed at supporting strategic direction of EAC, and are established in line with the Organizational Context, considering various issues, risks & opportunities, and scope of the Management System

Quality, environmental and facility management policies shall be made available to all employees and other interested parties, through displays, training, intranet, and websites.

The Management System shall be subject to on-going audit, review and monitoring to ensure its continued effectiveness, and shall be reviewed by top management for continuing suitability.

5.2.1   Quality Policy

Quality Policy has been established to demonstrate commitment to comply with the requirements of the management systems and continually improve effectiveness and customer satisfaction.

The principles of the Quality Policy are:

- *To ensure that Projects and Operations are executed in accordance with customer/ contractual requirements, meeting applicable codes, standards, statutory and regulatory requirements, thus providing a reliable performance for the purpose intended.*

- *To involve all employees in the improvement of quality system and train them and develop their skills in order to get the job done "Right First Time" thereby eliminating rework.*

- *To ensure that the quality objectives established by the management are pursued and reviewed.*

- *To maintain and improve the quality system that conforms to the requirements of ISO 9001.*

5.2.2   Environmental Policy

Emarat Aloula's Environment policy is its commitment for the conservation of Energy, minimization of environmental impacts arising from its activities and improvement of the environmental conditions by adopting best available construction/ operation-maintenance and waste management practices.

Emarat Aloula will manage its operations in ways that are environmentally sustainable and economically feasible. EA shall provide appropriate environmental education program for its employees.

The principles of the Environmental Policy are:

- *To comply with the requirements of environmental and waste management authorities, as a minimum, to protect the environment.*
- *To eliminate/ minimize adverse environmental impact during any new developments, maintenance/ decommissioning and disposal of the Company assets.*
- *To ensure sustainable development by the conservation of natural resources and establishing controls, to minimize waste generation*
- *To ensure adequate resources and necessary training for the legal compliances and implementation of Environmental plans;*
- *To promote environmentally responsible procurement of goods and services such as purchase of recycled materials and those which are suitable for recycling, etc.*
- *To adopt and promote 4R principle (Reduce, Reuse, Recycle & Recover), where ever possible.*
- *To segregate wastes at source, transport and dispose them through approved Environmental Service Providers.*
- *To Monitor/ review the Environmental and waste management plan implementation, through inspections/ audits*
- *To continually improve environmental performance.*

5.2.3   Facility Management Policy
The Facility Management Policy has been established to demonstrate commitment to comply with the requirements of the management systems and continually improve effectiveness and customer satisfaction of the Facility Management Services.

The principles of the FM Policy are.

- *To ensure that FM Projects are executed in accordance with customer/ contractual requirements, meeting applicable codes, standards, statutory and regulatory requirements, thus providing a reliable performance for the purpose intended.*

- *To ensure management of risk related to FM projects.*

- *Includes a commitment to the continual improvement of FM management system.*

- *To ensure the complete customer satisfaction.*

- *To ensure that the FM objectives established by the management are pursued and reviewed.*

- *To maintain and improve the Facility Management System that conforms to the requirements of ISO 41001.*

5.2.4   Communication of Policies

Quality, Environmental and FM policies are communicated to staff through Corpnet, Training, Meetings, and Displays etc.

Management underlines the importance of employees understanding of the policies and their contribution to the overall enhancement of performance, including the impact of non-compliances. Regular training and audits will be conducted to ensure that the policy is well understood within the organization.

The policies are also published in company website, to make them available and accessible by Customers, legal authorities, and other interested parties.

5.3   ROLES, RESPONSIBILITIES AND AUTHORITIES

Top Management has delegated certain authorities and responsibilities, and these are communicated within the EAC in order to implement and maintain an effective and efficient integrated management system.

Personnel throughout the organization are assigned responsibilities and authorities to enable them to contribute to the achievement of the management system objectives and to establish their involvement, motivation, and commitment.

Responsibilities and authorities of key operational entities within the EAC are as under:

General Manager

- Authorize and provide adequate resources for the implementation, maintenance, and verification of the management System.

- Ensure Quality and Environmental and FM policies and objectives are established in line with the strategies and context of the organization.

- Actively engage to encourage and support staff to contribute for the effective implementation and improvement of management system.

- Where found necessary appoint Management Representative with the authority and responsibility of ensuring that the Management Systems are implemented maintained and verified.

- Encourage adoption of process approach and risk-based thinking throughout the organization towards achieving organizational objectives and continual improvement.

- Conduct periodic management reviews of the Quality, Environment and FM Management System as required.

Finance Manager

- Managing the financial actions of the company.

- Tracking cash flow and financial planning as well as analysing the company's financial strengths and weaknesses and proposing corrective actions.

- Monitoring the functions of supporting department which are reporting to him directly as plotted in Company Organization Chart.

Business Unit Managers (EPC UID and FM)

- Implement AWI, DWI, EWI and TWI to control the work and to satisfy the requirements of the IMS, as documented in this Manual.

- Ensure that all Operations personnel are aware of and comply with relevant policies and procedures.

- Identify, evaluate, and record actual and potential issues within their respective Operations or at the interface with other Organization entity Operations.

- Initiate, recommend, and provide corrective and preventive measures, subsequently verifying implementation of the solutions.

- Implement changes affecting the IMS through change management process.

- Delegate authority and responsibility within the operations to all concerned with the implementation and verification of the Management Systems.

- Provide support and access when required for the internal audits of the Management Systems.

- Provide support and access when required to evaluations conducted by external assessors and/or Customers of the Organization's Management Systems.

- Execution of projects through Project Managers and dedicated project organizations.

- Establish Project Risk and Opportunities Register including mitigation programs and action plans.

- Ensure previous lessons learnt are reviewed and utilized for the new projects and new lessons are captured for the ongoing projects.

- Respond to queries and comments and ensure that all contractual and Organization obligations and requirements are fully understood and satisfactorily completed.

- Authorize and provide adequate resources for the establishment, maintenance, and verification of the Quality and environmental Systems for the project.

- Ensure that the project quality and environmental and FM management system properly and efficiently satisfy Contractual and applicable legal requirements.

- Organize and control materials and services procurement, warehousing, and installed product verification functions.

Project Managers

- Manage projects within budget, time schedules and meeting statutory requirements.

- Ensure all project staffs are made aware of Organization's Management systems and procedures.

- Responsible for the identification, implementation, and maintenance of Legal and other mandatory OHSE & Quality requirements relevant to the Project, including company's own procedures and accountable for the compliances to all these requirements.

- Ensure Customer Satisfaction by adhering to contractual requirements/scope of work.

- Maintain up to date Project Risks and Opportunities Register

Department Managers/ Unit Heads

- #### *Quality Assurance & Quality Control Departments*

   Verify that the quality system for the project is implemented and maintained.

   Implement Quality Assurance related training for all Organization personnel.

   Coordinate non-conformance identification, disposition, and corrective action follow-up.

   Responsible for reviewing and recommending changes in organizational procedures to streamline and enhance the overall performance of the Organization.

- #### *OHSE Department*

   Responsible for the development and update of OHS & IMS Manuals and Procedures in line with applicable statutory requirements, International Standards, etc.

   Custodian for OHS & E Documents and responsible for the communication of all such requirements to all concerned.

   Responsible for rendering necessary supports to the Management in;

   Identification of applicable Federal Laws, Client's OHSE Requirements, Company's own procedures,

   Setting and Implementation of Occupational Health Safety & Environmental Policies, objectives in line with the Legal requirements, Organization's Standard Manuals and procedures

   Provision of required trainings on OHSE

   Monitoring Compliance to above and advising management for the continual improvement.

- *Human Resources Department*

  Responsible for getting the right people in the right jobs and develop them in the right way through training and regular Performance Evaluations to match the needs of both the individual and the Organization.

- *Proposals Department*

  Preparation of proposals; technical and commercial bid submittals.

  Identify risks and opportunities and address as appropriate.

- *Logistics and Procurement Processing Units*

  Processing of Material Requisitions and Local Purchase Orders for materials required by projects.

  Processing of International Purchase Orders and Letters of Credit documentation for materials required by projects.

  Assist projects with following-up suppliers to expedite material deliveries.

- *Engineering & Procurement Department*

  Responsible for detailed engineering and production of drawings through computer aided drafting.

  Provide technical assistance to projects, whenever required in preparing material submittals.

  Provide commercial assistance to projects for obtaining better discounts and terms & conditions whenever purchasing materials.

  Coordinate engineering and procurement processes between projects and appropriate service units related to material procurement.

  Consider choosing energy efficient, environment-friendly options.

- *Material Control*

  Supervision of overall function of warehouse operations including assignment of staff, implementation of company work instructions and system.

  Hazardous/non hazardous waste disposal, where applicable, shall be in line with Company Policies and legal/regulatory requirements.

- *Business Development*

  Coordination with Customers and concerned Department functions and identify business opportunities.

  Preparation and submittal of Organization's prequalification documents to potential customers.

- *PMV Division*

  Maintenance and operation of all construction equipment either wholly owned by the Organization or rented in from Third Parties.

  Hazardous/non hazardous waste disposal, where applicable, shall be in line with Company Policies and legal/regulatory requirements.

- *Project Controls Services Department*

  Supervise Project Controls personnel assigned to projects for:

  Planning and Scheduling

  Quantity Surveying

  Cost Engineering

- *Contracts Department*

  Providing contractual advice to projects and departments to protect the interest of the Organization.

  Contract review prior to acceptance of contracts.

- *Finance and Accounting Department*

  All matters related to financial control.

- *Information Technology Department*

  Responsible for the operation of a centralized control and rental system for computer hardware, software and related peripherals.

- *Calibration Laboratory*

  Maintains records for all Monitoring and Measuring Equipment owned by the Organization.

  Periodically inspects all Monitoring and Measuring Equipment and tests/ calibrates those instruments for which it has adequate facilities and capability.

  Arranges outside third party test/ calibration for those Monitoring and Measuring Equipment for which in-house capability does not exist.

- *Insurance*

  Responsible for various types of insurances.

- *Security*

  Ensure security of the company employees, visitors, assets of the company and project site facilities (upon request).

- *Management Representative*

  The QHSSE Manager is the appointed Management Representative and shall have responsibility and authority as defined below:

  Document and distribute the Management System Procedures.

  Ensure that the IMS is established, implemented and maintained by ensuring that a comprehensive system of planned and documented internal quality audits is conducted by trained personnel.

  Supervise preparation, distribution and maintenance of the Manuals and procedures.

  Ensure that the IMS for the Organization properly and efficiently satisfies the requirements of ISO 9001, ISO 14001 & ISO 41001:2018 and report on the performance of the integrated management system to the top management and any need for improvement.

  Promote the awareness of fulfilling requirements of customers, interested parties including legal requirements throughout the Organization.

  Liaison with external authorities (e.g. Certification Authority) on matters relating to management systems such as assessment and Client Audit etc.

- *OHSE Manager*

  The OHSE Manager shall have responsibility and authority as defined below:
  Ensure that the EMS is established in line with ISO 14001:2015 and implemented across the Organization by all concerned.

  Document and distribute the Occupational Health Safety and Environment management system procedures to all interested parties, on behalf of OHS & E Department.

  Promote the awareness of fulfilling requirements of stakeholders, customers, interested parties including Environmental legal requirements throughout the organization.

  Liaison with EAD (Environmental Agency, Abu Dhabi), CWM (Centre of waste management) on matters relating to Environmental and Waste management issues.

  Communication of Legal and other announcement from authorities to all interested parties, for compliance.

  Ensure timely reporting of OHSE performances and Incidents if any to relevant authorities as applicable.

  Reporting the OHS & E Performance, compliance status of Integrated Management System to the top management for review and continual improvement.

  Review and approve Project OHSE Documents, as required.

  Ensure Internal, External Audits is being conducted by competent personnel as required

6.   PLANNING OF MANAGEMENT SYSTEM

Top management shall ensure that the Management System planning is carried out to meet the quality, environmental and facility management objectives and targets, resources are made available and required changes are implemented.

Top management shall ensure that the integrity of the management system is maintained when changes are planned and implemented.

6.1   RISKS AND OPPORTUNITIES

6.1.1. General

Risks and opportunities shall be identified and addressed based on the internal and external issues as well as needs and expectations of Stakeholders and interested parties, aimed at:
- Meeting customer requirements
- Complying to statutory and regulatory requirements
- Reducing non-conformances and customer complaints
- Protection of environment and conservation of resources
- Improving overall performance of IMS and its effectiveness.

A program shall be implemented for identification of risks and opportunities and its management. Effectiveness of related actions shall be evaluated during internal audits and Management Reviews.

6.1.2. Environmental Aspects

EA follows established procedure for the identification and evaluation of environmental aspects, taking in to account of planned/ new developments or new/ modified activities, products, and services.

Environmental aspects are identified for all activities, and services within the scope of the organization's environmental management system and those it can influence, considering life cycle perspective (possible activities outside the territory of the organization).

The environmental aspects that can have significant environmental impact are identified considering legal and other requirements to which the organization subscribes as applicable.

Environmental aspects specific to each activity/ service within the scope of the organization's environmental management system are identified considering the following:
- Emissions to air
- Releases to water
- Releases to land
- Use of raw materials and natural resources
- Use of energy
- Energy emitted (e.g. heat, radiation, vibration, etc.)
- Physical attributes (Odour, appearance etc)
- Impact to flora and fauna
- Impact to sensitive receptor
- Impact to cultural heritage, and
- Accidental releases to the environment (such as fires smoke and toxic gases), and leakage of chemicals, solvents or fuel.

The significant environmental aspects are taken into account in establishing implementing and maintaining the organization's environmental management system. The environmental aspects are documented and kept up-to-date.

If Environmental Permit is required as per the applicable regulations, environmental consultant (approved by the respective environmental authority) shall be appointed to prepare

environmental studies (Preliminary Environment Review, Environmental Impact Assessment, etc.).

Reference:
EWI 101.... Identification and Evaluation of Environmental Aspects
EWI 102....Environmental Permitting

6.1.3. Compliance Obligations

The organization follows established procedure for identification, access, and evaluation of legal compliance and other requirements applicable to its environmental aspects.

These may include wherever applicable:
Legal requirements such as:
- National legal requirements
- Regional legal requirements and conventions
- International legal requirements and conventions

Other requirements such as:
- Agreements with public authorities
- Agreements with customers
- Corporate/ company requirements, etc.

These requirements are taken in to account in establishing, implementing and maintaining the organization's environmental management system.

Reference:
EWI 103....Identification and Review of Legal and Other Requirements

6.1.4. Planning Action

EA shall establish action plans to address significant environmental aspects and to meet all compliance obligations and to manage risks and opportunities identified. Appropriate resources and technology shall be utilized to achieve strategic objectives and business goals.

Effectiveness of such actions shall be reviewed and monitored at Project level and also at Organizational level through Inspections, Audits and Management Reviews.

Reference:
AWI 272....Organizational Context and Management of Risks & Opportunities

6.2   OBJECTIVES and TARGETS

The PERFORMANCE objectives shall be set by the Management based on strategic plan of the Organization. The objectives shall be SMART in order to facilitate an effective and efficient review in Management meetings.

6.2.1   Quality Objectives

The QHSE objectives shall be set by the Management based on strategic plan of the Organization. The QHSE objectives shall be SMART in order to facilitate an effective and efficient review in Management meetings.

The QHSE objectives shall be established considering the following:
- Current and future needs of the organization and the markets served.
- Relevant findings from management reviews.
- Current product and process performance.
- Levels of customer satisfaction.

- Self-assessment results.
- Benchmarking, competitor analysis, opportunities for improvement.
- Resources needed to meet the objectives.

The QHSE objectives shall be reviewed and revised as necessary.

Reference:
AWI 110…. Management System Objectives & KPIs

6.2.2   Environmental Objectives

The environmental objectives shall be set by the Management based on strategic plan of the Organization. The environmental objectives shall be SMART in order to facilitate an effective and efficient review in Management meetings.

The environmental objectives shall be established considering the following:

Environmental objectives and targets are established, documented, and implemented at relevant functions and levels.

The objectives and targets shall be measurable and consistent with environmental policy including commitment to prevention of pollution, in compliance with applicable legal and other requirements to which the organization subscribes, and commitment to continual improvement.

The environmental objectives and targets are established taking into account of:
- Legal requirements (as applicable)
- Other requirements to which the organization subscribes
- Significant environmental aspects
- Technological options
- Financial, operational and business requirements
- Views of interested parties

Environmental Management programme(s) are established and implemented for achieving the organizations' environmental objectives and targets.
Environmental Management programme(s) include:
- Responsible entity for achieving the objectives and targets
- Additional resources (if any) required for achieving objectives
- Instructions and time frame for achieving objectives

Reference:
AWI 110…. Management System Objectives & KPIs

6.2.3   Facility Management Objectives
The FM objective shall be set by the management at relevant functions, subfunctions and levels based on the strategic planning of the FM management system of the organization. The FM objectives shall be SMART in order to facilitate an effective and efficient review in Management meetings.

The FM objectives established considering the following.
- Consistent and aligned with organizational objectives.
- Consistent with FM policy.
- Measurable without excessive calculations or documentation.
- Consider of applicable requirements.
- Reviewed and updated as appropriate.

Reference:
AWI 110…. Management System Objectives & KPIs

6.3   MANAGEMENT OF CHANGE

Changes to Management Systems shall be implemented in planned manner, maintaining integrity of the system, and considering the following:

- Purpose of the changes and their potential consequences/ risks;
- Integrity of the management systems;
- Availability of resources to effectively implement the changes;
- Impact in roles, responsibilities and authorities of personnel.

Changes shall be implemented by revising exiting processes and/ introducing new processes, staff training and evaluated through Management Reviews and Internal Audits.

7.   **SUPPORT**

7.1   RESOURCES

7.1.1   Resource Planning

EAC shall identify and provide all resources required for the effective implementation and operation of the Management Systems, considering available capabilities, constraints internal resources and possible external providers.

7.1.2   People

EAC shall determine and provide the manpower necessary for the effective implementation of its management systems and for the operation and control of its processes.

7.1.3   Infrastructure

EAC shall provide and maintain the infrastructure facilities necessary to achieve conformity to product and service requirements. The infrastructure includes resources such as plant, workspace, tools & equipment, support services, communication technology & information systems and transport facilities.

7.1.4   Operational Environment

A suitable environment shall be provided and maintained for the Operation of processes, considering necessary physical, environmental and other factors (such as noise, temperature, humidity, lighting or weather) needed to achieve conformity of the product. Creation of a suitable environment shall include considerations of safety rules and guidance, hygiene, cleanliness and greater involvement of employees to realise their true potential.

7.1.5   Resources for Monitoring & Measurement

The monitoring and measuring equipment shall be utilized as required to provide evidence of conformity of product to determined requirements. It shall be ensured that the equipment are fit for use and are maintained to suitable accuracy and accepted standards.

Where necessary to ensure valid results, measuring equipment shall:

- be calibrated or verified, or both, at specified intervals or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded;

- be adjusted or re-adjusted as necessary;

- have identification in order to determine its calibration status;

- be safeguarded from adjustments that would invalidate the measurement result;

- be protected from damage and deterioration during handling, maintenance and storage.

When measuring equipment is found not to conform to requirements, the validity of the previous results shall be reassessed and recorded. Appropriate action shall be taken on the equipment and any product affected.

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application shall be confirmed. This shall be undertaken prior to initial use and reconfirmed as necessary.

7.1.6 Organizational Knowledge

EAC shall make sure it has the knowledge to undertake and execute Projects in targeted business lines.

Organizational knowledge in EAC shall be identified and captured through:

- Lessons learnt
- Client/ Project experiences
- Non-conformities and Corrective Actions
- Audit Findings
- Customer feedback
- Project Closeout Reports.

Capturing, validating, and recording lessons learned are considered an ongoing process and will be formally conducted throughout the Project life cycle.

Past lessons will be utilized to identify risks and opportunities as well as to identify and address environmental aspects for new projects.

Knowledge gained by experienced personnel shall be captured throughout their service in the organization. Department/ project lesson learned sessions shall capture the same as an added value to the Organization. The same shall be added to lesson learned database of the organization.

Reference:
AWI 217…. Lessons Learnt in Projects
AWI 271…. Monitoring and Measurement of Customer Satisfaction

7.2 COMPETENCE

The employees, performing work affecting conformity to product requirements, shall be recruited on the basis of appropriate education, training, skills and experience.

The training needs of the employees shall be identified and then evaluated by Human Resources Department. Where applicable, training shall be provided or other actions shall be taken to achieve the necessary competence to meet the requirements and skill levels required for the designated work. Feedback on trainings shall also be obtained to evaluate its effectiveness.

Appropriate records of education, training, skills and experience of the employees shall be maintained.

7.3 AWARENESS

The employees shall be made aware of:

- The relevance and importance of their activities and how they contribute to the achievement of organizational objectives, including benefits of improved performance.
- The implications of not conforming to the management systems requirements.

Awareness to Quality , environmental and FM Policy and Organizational processes shall be provided through training and Management communications.

7.4 COMMUNICATION

Internal Communications: The Management Systems shall be made available in electronic format. Where practical, the management systems shall be made available through Intranet.

The changes to the management systems shall be communicated through the use of email and intranet.

<u>External Communications</u>:

GM or his authorized representative shall communicate with external entities, such as: Stakeholders, Investors, and Contractors as well as with Statutory and Regulatory authorities.

Communication of environmental performance, compliance status and other related topics shall be the responsibility of respective Project Managers.

Reference:
EWI 105....Environmental Communications.
AWI 103....Standard Filing System
AWI 106....Correspondence Format and Control
AWI 109....Control of Records

7.5   DOCUMENTED INFORMTION

The structure of the integrated management system is given in Appendix I.

Level I – IMS Manual

The IMS Manual establishes the quality, environmental and FM policies and objectives of the Organization, and provides links to relevant procedures. This manual shall form the basis for the development of all Level II and Level III management system documentation. The IMS Manual shall take precedence over all other System Documentation in cases of omission or contradiction.

The IMS documents shall be issued / published thru intranet (Corpnet). Documents published and accessed through Corpnet only are considered valid and are treated as controlled copies. Printed versions are treated as Uncontrolled and may be issued to Customers or other external parties. However, such printed copies shall not be updated upon future revisions.

If there are significant numbers of revisions, or major revisions caused by changes to the applicable standards, then the complete manual will be re-issued, with the Issue number identified in the bottom left hand corner of each page changed accordingly, plus the revision number of each page and section reverting to Revision 0.

Level II – Work Instructions

The Level II Work Instructions are classified into three categories.

AWI   -   Administration Work Instruction
              For Organization wide application.

DWI   -   Department Work Instruction
              For specific department's application, however, input and output may be affected throughout the Organization.

EWI   -   Environmental Work Instruction
              Specific to Environmental matters (Env. Aspects, Impact etc.)

OCP   -   Operational Control Procedures (Mainly for Environmental)

SOP   -   Safe Operating Procedures (Mainly for Environmental)

TWI   -   Technical Work Instruction
              For technical operations in the projects.

Level III – Project Specific Work Instructions

Project Specific Work Instructions form part of the Level III system documentation and shall specify the activities, responsibilities, deliverables, and standards necessary to meet the specified requirements of the contract.

Incorporation or adaptation of Level II Work Instructions shall be used where it is efficient and effective to do so.

Project Specific Work Instructions shall be unique to a specific project and shall have no jurisdiction over other areas of the Organization Management Systems or other projects.

Interaction between the processes of integrated management system

The Interaction between the processes of the quality management system are summarised in Appendix II.

Control of Documented Information

All IMS documents are issued through Intranet after approval by authorized personnel. All documents are clearly marked with rev. no. and date; to provide identification and traceability to the current revision of documents, and eliminate the use of obsolete documents.

All documented information relating to the requirements of the IMS described in this Manual shall be subject to review and approval for adequacy by authorized personnel prior to issue. Such documentation shall include but not be limited to the IMS Manual, Work Instructions, Quality/HSE Plans, specifications, drawings, data sheets and documents of external origin such as Customer drawings and standards. Access to this documentation shall be available at all departments.

Obsolete documents shall be disposed of, or clearly identified as such, or stored in a separate location. Managers, Engineers and holders of the document shall be responsible for disposing of obsolete documents. If however, it is necessary to retain obsolete documents for any specific reason, they shall be clearly marked and identified to prevent unintended use.

Any changes to the documented information shall be reviewed and approved by those personnel responsible for the original review and approval, or by any other designated personnel having the authority and pertinent background information. The nature of changes shall be identified either on the concerned document or appropriate attachments.

The distribution of documents of external origin which are necessary for the planning and operation of the integrated management system shall be identified and controlled.

All efforts shall be made to ensure that documented information remain legible and readily identifiable.

Reference:
AWI 101....Company Procedures and Instructions Preparation and Control
AWI 106....Correspondence Format and Control
AWI 211....Documents/ Drawings Control
DWI 252....Electronic Data Control of Management System Procedures

Information and data requirements for FM services

The information's required for effective implementation of FM services shall be determined by considering the below for the achievement of organizations objectives.
- The roles and responsibilities for FM;
- FM process, procedures and activities;
- The significance of identifies risks.

- The exchange of information with its interested parties, including service providers.
- The impact of quality, availability and, management of information on organizational decision making.

The attributes and quality of identified data shall be determined, and requirements of data analysis and evaluation shall be decided.

Organization maintains information's and data through project specific plans, procedures, reports, inspection checklists, objectives and KPI achievement status etc.

The consistency and traceability between financial/non-financial and technical information and data are maintained by the organization through defined KPI/SLAs, invoicing records, monthly reporting's etc. to the requirements of client or any other interested parties.

<u>Control of Records (retention of documented information)</u>

Records established to provide evidence of conformity to requirements and of the effective operation of the management systems shall be controlled.

The controls needed for the identification, storage, protection, retrieval, retention time and disposition of records are given in a separate Level II procedure. All efforts shall be made to ensure that records remain legible, readily identifiable and retrievable.

Reference:
AWI 103....Standard Filing System
AWI 106....Correspondence Format and Control
AWI 109....Control of Records

8.   OPERATIONS

8.1   OPERATIONAL PLANNING & CONTROL

At the outset of the award of any contract, the project manager shall develop a Project Execution Plan which will be the basis for the execution of a project and act as the primary reference point in the review of project progress and attainment of objectives. The Project Execution Plan shall be consistent with the requirements of the other processes of the integrated management system. The Project Execution Plan shall contain the execution strategy and clearly identify the required resources.

The projects may also develop project specific 'Project Quality Plan', Project HSE Plan, CEMP/OEMP/Waste Management Plan,' Inspection & Test Plan' and 'Project Specific Work Instructions' for verification, validation, monitoring, measurement, inspection and test activities of specific processes.

Records shall be maintained to provide evidence of conformity of the processes and that the resulting product meets the specified requirements.

Processes that require outsourcing shall be identified and included in the planning.

8.2   REQUIREMENTS FOR PRODUCTS AND SERVICES

Customer Communication

EA shall determine and implement effective arrangements for communicating with customers for the following:
- Providing information relating to products and services;
- Handling enquiries, contracts or orders, plant operations including changes;
- Obtaining customer feedback and complaints, if any;
- Establishing programs to manage unplanned changes, when relevant.

Determination of Product and Service Requirements

The specified as well as the implied requirements of the product shall be determined, which are necessary for the realization of the product. The statutory and regulatory requirements applicable to the product shall also be determined in addition to any other additional requirements considered necessary by the Organization.

Review of Product and Service Requirements

EA shall implement and maintain processes to ensure adequate understanding of the needs and expectations of its interested parties, and for translation into requirements.

Prior to the submission of any tender, the documents shall be reviewed to ensure that the customer's requirements are well defined and understood, and that all the conflicting clauses are resolved. The Organization's ability to meet the defined requirements shall also be ensured.

Prior to final commitment, it shall be ensured that any changes made during post tender clarifications and negotiations have been taken into consideration.

Records of the contract reviews shall be maintained.

Where the customer provides no documented statement of requirement, the customer requirements shall be confirmed by the Organization before acceptance.

Where the customer provides no documented statement of requirement, the customer requirements shall be confirmed by the Organization before acceptance.

Changes to requirements for products and services

Where contract requirements are changed, the Organization shall ensure that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

8.3   DESIGN DEVELOPMENT

Design and Development Planning

The Organisation shall plan and control the design and development of product and maintain the necessary design and development processes to respond effectively and efficiently to the needs of its customers. All factors that contribute to meeting the product and process performance expected by customers shall be considered including tools that identify and mitigate potential risk to the customers.

Design and Development Inputs

The Organisation shall identify process inputs that affect the design and development of products and facilitate effective and efficient process performance in order to satisfy the needs and expectations of customers. These inputs shall include:

- functional and performance requirements,

- applicable statutory and regulatory requirements,

- where applicable, information derived from previous similar designs, and

- other requirements essential for design and development

The inputs shall be reviewed for adequacy and records shall be maintained to ensure the customer requirements are complete, unambiguous and not in conflict with each other.

Design and Development Controls.

The management shall ensure that appropriate people are assigned to manage and conduct systematic reviews to determine that design and development objectives are achieved. These reviews shall be conducted at selected stages during the design and development process to:

- evaluate the conceptual design as against the final design for ability to meet requirements, and

- identify any problem and propose necessary actions

The Organisation shall verify the design and development outputs as well as the processes at suitable stages against the design inputs.

The Organisation shall ensure that the resulting product is capable of meeting the requirements for the specified application or intended use.

Records of the results of the review, validation and any necessary actions shall be maintained.

Design and Development Outputs

The Organisation shall review the outputs against the inputs and acceptable criteria to provide objective evidence that outputs have effectively and efficiently met the requirements for the process and product.

Control of Design and Development Changes

The Organisation shall identify, review and control changes during and subsequent stages of design to ensure that all applicable requirements are addressed and that there are no adverse impact on conformity to requirements. All design changes shall be approved by authorized personnel. The review of design and development shall include evaluation of the effect of the

changes on constituent parts and product already delivered. Records of the results of the reviews of changes and any necessary actions shall be maintained.

Reference:
AWI 410….Engineering & Procurement

8.4   CONTROL OF EXTERNALLY PROVIDED PROCESSES, PRODUCTS AND SERVICES

EA ensures that effective and efficient processes are defined and implemented for the evaluation and control of the externally provided products and services, so as to satisfy the needs, requirements and expectations of all interested parties.

Any material or service procured by the EA as part of customer requirements shall conform to the specifications within the relevant contract documents.

Vendors, Service Providers and Sub-contractors shall be evaluated and selected based on their ability to provide product and services in accordance with the Organization's requirements. A List of Approved Providers of Product/Service shall be prepared and maintained based on qualification criteria.

Where required, Client approved Engineering Subcontractor shall be engaged to carryout detailed engineering activities. The review and approval in such cases shall be either through independent consultants approved/appointed by clients.

All documented information of evaluations and necessary actions shall be maintained.

Type and extent of Control on Vendors and Subcontractors

All materials, equipment and services procured by the Organization as part of the customer's contract requirements shall conform to the requirements specified within the relevant contract documents.

EA shall establish Quality Plans, HSE Plans Inspection & Test Plans, and conduct audits as necessary to make sure that all outsourced processes are controlled and in line with the Quality System requirements, meeting customer and applicable Codes and regulations.

All purchased products shall be verified against the specified purchase requirements. Where the Organization or its customer intends to perform verification at the supplier's premises, the Organization shall state the intended verification arrangements and method of product release in the purchasing information.

Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained.

Information to Suppliers/ External Providers

Material supply and subcontract documentation shall provide a clear description of the material and/ or services required. These shall include applicable and current revision of specifications, drawings, quality surveillance, inspection, test, customer inspection requirements, third party inspection, overall quality assurance requirements plus list of the supplier documents needed for submission for review and approval. The technical data shall further include the requirements for approval or qualification of product, procedures or personnel, which shall be subject to Organization review and approval for adequacy of specified requirements prior to release.

8.5   PRODUCTION AND SERVICE PROVISION

Control of processes for Production and Service Provision

All work processes which directly affect quality shall be identified, planned and conducted under controlled conditions. Such conditions shall include the establishment, issuance and maintenance of documented Work Instructions which define and describe the acceptance criteria, suitable work environment, manner of and the responsibilities for execution of the work and workmanship to specified requirements.

Control shall further be exercised by independent checks, inspection, reviews, and audit; plus, where specified, approval of the processes and product during all stages of installation, testing and commissioning.

Suitable equipment shall be used and maintained to ensure continuous safe working capability.

The Project's hand-over and subsequent warranty period maintenance work (post-delivery activities) shall be executed in accordance with the individual Customer's contract requirements.

Where the results of processes cannot be fully verified by subsequent inspection and testing of the product and where, for example, processing deficiencies may become apparent only after the product is in use, the processes shall be carried out by qualified operators and/or shall require continuous monitoring and control of process parameters to ensure that the specified requirements are met.

Identification and Traceability

Where appropriate, the product shall be identified by suitable means throughout product realization.

The inspection and test status of materials and/ or completed installations shall be identified and maintained as necessary during all stages of production and installation, so as to ensure that only materials that have passed the required inspection are installed, and only works that have passed the required inspection are released to the Customer.

Inspection and test status shall be signified by the use of authorized markings, inspection records, or other means which indicate conformance or non-conformance with specified requirements.

For special materials (e.g. stainless or other alloys) or key equipment (e.g. pressure relief valves), where full traceability is a specified requirement for installed works acceptance and handover, additional documentary records shall be established, maintained and assembled as part of the acceptance handover package, such as:

-      Heat number/ mill certificates for materials.

-      Manufacturer's Third Party and Site inspection reports for special equipment items.

-      Work installation inspection check lists, including visual inspection of material identification colour-codes and/ or tag-marking, against drawings and specifications.

-      Materials and equipment manufacturer's quality records in respect of parts supplied and installed.

Property belonging to Customers and External Providers

Property belonging to customers and external providers shall be handled with care while it is under the Organization's control or being used by the Organization.

Any product (free issue material) supplied by the Customer shall be examined on receipt to check that the supplied material meets the specifications and standards of the contracted works.

If any material belonging to customers and external providers is lost or any deficiencies found on receipt, during storage, fabrication and subsequent stages or otherwise found to be unsuitable for use, the Organization shall report this to the concerned and maintain records.

All documents pertaining to the material; including Test Certificates wherever required to be submitted for final acceptance tests, plus manufacturer's instructions regarding any special storage or maintenance requirements shall be received from the customer/ external provider. If the documents are not received with the material, the concerned shall be informed immediately.

Materials shall be stored appropriately (same as Organization purchased) and in accordance with any special requirements designated by manufacturer, to prevent damage until incorporation into the works.

Preservation of Product

The products shall be preserved during internal processing until delivered to the intended destination in order to maintain conformity to requirements.

All boxed or crated products shall be handled in accordance with the manufacturer's recommendations, where marked on the container. The correct equipment; e.g. crane, forklift trucks, etc. shall be used, in accordance with the product manufacturer's recommendations, for all handling and lifting operations.

All incoming materials shall be stored to enable correct identification and location within the storage areas. Secure storage areas shall be provided at the project site of adequate size to meet the project requirements. Manufacturer's instructions shall be followed for storing products e.g. on pallets, in bins, on shelves, in climatic controlled environment, etc.

Material in stock shall be inspected periodically to prevent deterioration. For material with limited shelf life, inspection shall be made frequently.

Post delivery activities

Post-delivery activities include contractual obligation to address any operational issues, including warranty and performance.

The Organization shall plan and establish such post-delivery activities in view of customer/ contract requirements, statutory and regulatory requirements, potential product mal-functioning and impacts, product warranty, maintenance and product life cycle, and any specific customer requests/ feedback.

Control of Changes

Any changes during the project period shall be reviewed and controlled to make sure compliance to requirements. Any such changes shall be approved by authorized personnel and records shall be maintained for the changes and subsequent actions.

8.6   RELEASE OF PRODUCTS AND SERVICES

The product characteristics shall be measured and monitored at appropriate stages in accordance with the contract requirements. Evidence of conformity with the acceptance criteria shall be maintained.

Records shall be established and maintained to provide satisfactory evidence that the product requirements are being met. All records shall identify the authority responsible for release of the product for delivery to the customer.

The final product shall not be released for hand-over to the Customer until all planned activities and acceptance criteria have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the Customer.

8.7   CONTROL OF NONCONFORMING PRODUCTS

The product which does not conform to product requirements shall be identified and controlled to prevent its unintended use or delivery.

Where applicable, nonconforming product shall be dealt with in one or more of the following ways:

- by taking action to eliminate the detected nonconformity;
- by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the Customer;
- by taking action to preclude its original intended use or application.
- by taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product is detected after delivery or use has started.

When nonconforming product is corrected it shall be subject to re-verification to demonstrate conformity to the requirements.

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained.

Reference:
AWI 241….Control of Nonconforming Product

8.8   OPERATIONAL PLANNING & CONTROL

Operational control procedures are established, implemented and maintained for all operations/ activities that are associated with the significant environmental aspects where their absence could lead to deviation from the environmental policy, objectives and targets.

The operating criteria for significant environmental aspects are based on the legal requirements/ targets fixed by the organization as applicable.

If required by applicable regulations, project specific Construction Environmental Management Plan (CEMP) and Operation Environmental Management Plan (OEMP) are developed. It provides a framework for defining actions/ control measures to manage potential environmental impacts during the construction/ operation phase.

Operational Control Procedures (OCPs) are communicated to suppliers and subcontractors where applicable.

Reference:
EWI 101….Identification and Evaluation of Environmental Aspects
EWI 104….Environmental Objectives, Targets and Programme(s)
EWI 108….Conservation of Energy and Natural Resources
OCP001….Air Quality Control
OCP002….Noise Control
OCP003….Waste Management
OCP004….Soil and Water Management
OCP005….Ecological Impact and Control

8.9   EMERGENCY PREPAREDNESS AND RESPONSE

Emergency preparedness and response procedure is established and implemented to identify and respond to potential emergency situations and accidents that can have impact on the environment.

The procedure includes emergency/ incident response plan which describes actions to be taken during accident and emergency situations to prevent or mitigate associated adverse environmental impacts.

Emergency response procedure is reviewed annually or immediately after the occurrence of emergency situations and amended if existing practice is insufficient to prevent or mitigate environmental impact due to emergency situations.

Emergency preparedness and response procedure will be periodically tested where practicable.

Reference:
EWI 106….Emergency Preparedness and Response

9.   PERFORMANCE EVALUATION

The monitoring, measurement, analysis, and improvement processes needed shall be planned and implemented to:

- demonstrate conformity to product requirements,
- ensure compliance to the integrated management system.
- continually improve the effectiveness of the integrated management system
- understand level of customer satisfaction
- evaluate performance of external providers
- effectiveness of actions addressing risks and opportunities
- Environmental Performance and Compliance

9.1   CUSTOMER SATISFACTION

The information relating to customer perception as to whether the organization has met customer requirements shall be collected and analysed for improving the performance of the organization.

The customer's feedback shall be obtained on different aspects of the product as well as performance of the organization in order to achieve improvement.

Reference:
AWI 271....Monitoring and Measurement of Customer Satisfaction

9.2   INTERNAL AUDIT

Internal audits shall be conducted at planned intervals to determine whether the integrated management system:

- conforms to the planned arrangements and to the management system requirements established by the Organization, and
- is effectively implemented and maintained.

An audit programme shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods shall be defined. The selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. The auditors shall not audit their own work.

A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results. Records of the audits and their results shall be maintained.

The management responsible for the area being audited shall ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities shall include the verification of the actions taken and the reporting of verification results.

Reference:
DWI 251....Internal Audits
OHSMSP 011....Audits

9.3   MANAGEMENT REVIEW

EA IMS shall be reviewed annually by the top management at management meetings, to ensure its continuing suitability, adequacy and effectiveness. Management reviews shall be the platforms for the exchange of new ideas, with open discussion and evaluation of the inputs being stimulated by the leadership of top management. The reviews shall be in line with

OHSMSP 010 Management Review. It shall include assessing opportunities for improvement and the need for changes to the management systems, including the quality/environmental policies and objectives.

The Organization managers who participate in the Management Meetings are: General Manager, Management Representative and other senior staff members as may be required or appropriate.

The agenda for the management review shall include the following:

- Any actions outstanding from previous management reviews.
- Changes in internal/external issues that are relevant to IMS.
- Internal and/ or external audit results and internal trends analysis on process performance, product conformity and environmental performance.
- Customer feedback
- Status of corrective and preventive actions
- Evaluating suitability and effectiveness of the management system; meeting current needs, or any changes required
- Review of internal & external issues and requirements of Interested Parties.
- Risks and Opportunities
- Changes in risk profile, service delivery options or methodologies.
- Resource requirements
- Significant Environmental Aspects
- Review of Quality and Environmental objectives, Performance / level of achievements, compliance obligations, action plans
- Nonconformities & Corrective Actions
- Communication from Interested Parties, and complaints.
- Recommendations for improvement
- Opportunities for service improvement, cost reduction or improvements in environmental performance and social performance.

The output from the management review shall include any decisions related to continual improvement opportunities and any need for changes to the IMS including.

- Variations to the scope of IMS
- Improvement in the effectiveness of IMS
- Modification of procedures and controls to respond to internal or external events that may impact the IMS, including changes to
  - business and operation requirements
  - operational condition and processes
  - contractual obligations
  - levels of risk/or criteria for accepting risks;
  - resourcing needs
  - funding and budgeting requirements
- How the effectiveness of control is measured.
- Resource needs

All Management Meetings shall be recorded and maintained.

9.4   MONITORING, MEASUREMENT AND EVALUATION OF ENVIRONMENTAL COMPLIANCE

The organization follows established procedure for monitoring and measurement of key characteristics of its operations/ activities which can have significant environmental impact with the purpose of verifying the status of defined environmental objectives and targets.

The organization follows established procedure for evaluation of legal compliance and other requirements applicable to its significant environmental aspects.

Compliance to legal and other requirements are periodically evaluated during scheduled environmental audit/ inspections and records are maintained.

Reference:
EWI 103....Identification and Evaluation of Legal Requirements
EWI 104....Environmental Objectives, Targets & Programme(s)
EWI 107....Environmental Monitoring, Measurement and Evaluation of Compliance
DWI 251....Internal Management System audits
OCP001....Air Quality Control
OCP002....Noise Control
OCP003....Waste Management
OCP004....Soil and Water Management
OCP005....Ecological Impact and Control
OHSCP026....OHSE Inspection
OHSMSP 011....Audits
OHSMSP013...Management Review

10.   **IMPROVEMENT**

10.1   NONCONFORMITY AND CORRECTIVE ACTIONS

Appropriate action shall be taken to eliminate the cause of nonconformities in order to prevent recurrence as well as to manage any environmental consequences.

Corrective actions shall be appropriate to the effects of the nonconformities encountered, including environmental impacts. This process will be applicable to product/ process nonconformities, customer complaints and environmental impacts.

Risks shall be identified and addressed in Risks Register and Environmental Aspects/ Impacts Register and managed based on the risk ranking/ significance.

Reference:
 AWI 270….Corrective and Preventive Actions

10.2   CONTINUAL IMPROVEMENT

The effectiveness of the integrated management system shall be continually improved through the use of the quality / environmental policy, quality/ environmental objectives, audit results, analysis of data, corrective actions, risks & opportunities management, legal compliance, and management review.

Appropriate data shall be collected and analysed to demonstrate the suitability and effectiveness of the management systems and to evaluate where continual improvement of the effectiveness of the management systems can be made.

Data shall be analysed from various sources to assess performance against plans, objectives and other defined goals, and to identify areas for improvement including possible benefits for interested parties. The analysis of data shall include Customer satisfaction, supplier's evaluation and conformity of process/ product to specified requirements.

11.2   PREVENTIVE ACTIONS

Process established to proactively identify potential gaps in service delivery and FM performance. Evaluation shall be conducted to take necessary proactive measures. When potential gaps in service delivery and or FM performance is identified, corrective/preventive action shall be implemented as describes in section10.1.

Reference:
AWI 270…. Corrective and Preventive Actions

Appendix-I: IMS Documentation Hierarchy

Appendix-I for IMS documentation hierarchy/ structure is maintained separately and is accessible through Corpnet.

Appendix-II: IMS Process Overview

Appendix-II for IMS Processes and interaction is maintained separately and is accessible through Corpnet.

Appendix-III: Organization Process Flow Diagram

To show process approach followed within the Organization

Appendix-IV: Quality Policy - EAC

Signed Quality Policy (Appendix-IV) for EAC is maintained separately and is accessible through Corpnet.

Appendix-V: Quality Policy - EAI

Signed Quality Policy (Appendix-V) for EAI is maintained separately and is accessible through Corpnet.

Appendix-VI: Environment Policy - EAC

Signed Environmental Policy (Appendix-VI) for EAC is maintained separately and is accessible through Corpnet

Appendix-VI: Environment Policy - EAC

Appendix-VII: Environment Policy - EAI

Signed Environmental Policy (Appendix-VII) EAI is maintained separately and is accessible through Corpnet

Appendix-VIII: Facility Management Policy

Signed Facility Management Policy (Appendix-VIII) is maintained separately and is accessible through Corpnet