



**Kershaw Group Limited
Quality & Environmental
Policy Manual
To the Requirements of
ISO 9001:2015 & ISO 14001:2015**

Issue 1- November 2017

Kershaw Group & Subsidiary Companies

Quality & Environmental Policy Manual

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1.0 Quality Policy and Objectives

Kershaw Mechanical Services Limited, T R Freeman Limited and Kershaw Contracting Services Limited provide specialist building services within the construction industry. We have been operating in this field for many years and are committed to a high quality service demonstrated not only in our market knowledge but also in the leadership of our management, the efficiency of our staff, the craftsmanship of our tradesmen and the versatility of our fabrication facilities. Our commitment to each and every customer is to deliver outstanding performance and customer satisfaction for all the projects we undertake together.

Consequently, an Integrated Quality System in compliance with ISO 9001:2015 has been documented as part of an Integrated Management System (IMS) and all employees are responsible for operating the system in accordance with this IMS Manual and the associated Operating Procedures and Work Instructions to accomplish the following objectives:

- ✓ To ensure that the quality of our products and services always meets the needs and expectations of our Clients.
- ✓ We commit to continue to satisfy applicable legal, regulatory and other requirements.
- ✓ To provide the confidence to management that the required quality is being achieved and maintained through the setting of objectives and the monitoring of their progress on a continual basis.
- ✓ To seek to continually improve the suitability and effectiveness of the integrated quality system developing processes that result in improvements for the Company's and Clients mutual benefit.
- ✓ To continually strive for excellence through flexibility, the latest technologies, good communication and technical ingenuity.

In order to fulfil these objectives, the Directors of the 3 operating companies have nominated the Group IMS Compliance Manager as the designated quality representative to ensure compliance to this Policy and the ISO 9001:2015 management system.

The Q&E Manual and this Quality Policy will be reviewed at least annually or sooner if there have been any significant changes needed to meet these objectives.

Signed: Mr Gary Smith



Position: Managing Director
Kershaw Mechanical Services Ltd

Signed: Mr Frank Bruno



Position: Operations Director
Kershaw Contracting Services Ltd

Signed: Mr John O'Kane



Position: Managing Director
T R Freeman Ltd

Dated: 1st November 2017- Date of next review due on or before 1st November 2018

Kershaw Group & Subsidiary Companies

Quality & Environmental Policy Manual

1.0 Environmental Policy and Objectives

Kershaw Mechanical Services Limited, T R Freeman Limited and Kershaw Contracting Services Limited provide specialist building services within the construction industry. We have been operating in this field for many years and are committed to lowering our impact on the environment through the best environmental practises on our sites and offices by conducting our working activities in such a way that recognises our responsibilities to the environment.

To fulfil our Environmental objectives we will undertake the following processes:

- ✓ Identify, evaluate and manage our environmental aspects identified with our activities to eliminate or reduce the impacts on the environment with particular attention to ensuring protection of the environment and prevention of pollution.
- ✓ Life cycle has been considered with regards to environmental aspects of our activities, products and services that we can control or influence. This includes the acquisition of raw materials, production, transportation, use, end-of-life treatment and final disposal where relevant.
- ✓ Objectives and targets will be agreed, implemented and monitored as required.
- ✓ Establish, implement and maintain a management review system and procedures to continuously monitor our performance at given periods.
- ✓ Continually review our third party accredited ISO 14001:2015 Environmental Management System to reflect all applicable legislation and regulatory statutory requirements and integrate these requirements into our decision making and business planning.
- ✓ Provide training and information to all persons working for or on behalf of the company in environmental matters, appropriate to their roles & responsibilities.
- ✓ Establish, implement and maintain the use of processes and services as to avoid, reduce or control the creation, emission or discharge of any pollutant or waste, in order to reduce adverse environmental impacts.
- ✓ Encourage all persons, suppliers and subcontractors working for or on behalf of Kershaw Mechanical Services, Kershaw Contracting Services and T R Freeman to establish, implement and maintain environmental policies consistent with Kershaw's environmental policy and to ensure that they comply with current environmental legislation and the Kershaw Group Waste Disposal Policy.
- ✓ Openly co-operate and communicate with the public, relevant neighbours, government, regulatory authorities and all other interested parties to improve the environment for all concerned.
- ✓ This policy is available to all persons working for and on behalf of the company; to clients; members of the public as requested and available to download from our [website](#).

In order to fulfil these objectives, the Directors of the 3 operating companies have nominated the Group IMS Compliance Manager as the designated Environmental management representative to ensure compliance to this Policy and the ISO 14001:2015 environmental management system.

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The Q&E Manual and this Environmental Policy will be reviewed at least annually or sooner if there have been any significant changes needed to meet these objectives.

Signed: Mr Gary Smith



Position: Managing Director
Kershaw Mechanical Services Ltd

Signed: Mr Frank Bruno



Position: Operations Director
Kershaw Contracting Services Ltd

Signed: Mr John O'Kane



Position: Managing Director
T R Freeman Ltd

Dated: 1st November 2017 (Date of next review due on or before 1st November 2018)

Kershaw Group & Subsidiary Companies Quality & Environmental Policy Manual

2.0 Scope

This Manual details the Integrated Management System (IMS) operated at Kershaw Group Limited and its subsidiary undertakings (The Company) and applies to all Divisions and locations.

Its purpose is to demonstrate the company's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.

Enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

3.0 Terms and Definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 and ISO 14000:2015 apply.

4.0 Context Of The Company

4.1 The Company and Its Context

Kershaw Group Limited is a proven specialist building service provider and as such cultivates close working partnerships with all of its interested parties and continually seeks to demonstrate a better understanding of our clients' needs and requirements.

Kershaw continually strive for excellence through flexibility, the latest technologies, good communication and technical ingenuity and have built a well-deserved reputation for delivering a quality, timely and competitive service. Over many years this has established the Kershaw Group as a leading Best Value Contractor.

Kershaw Mechanical Services Limited was established in 1946 and joined forces in 1976 with T R Freeman Limited (established 1887) and Kershaw Contracting Services Limited (established 1972).

Kershaw Mechanical Services, Kershaw Contracting Services and T R Freeman are part of the Kershaw Group, formed in 1992 and carry out their specific activities from offices and workshop facilities in Waterbeach, Cambridge with a divisional asbestos office in Erith, Kent. The Company operates throughout Great Britain and have performed specific activities abroad.

Kershaw Mechanical Services is represented in trade organisations, including the Building and Engineering Services Association (BESA) and are accredited members of Safecontractor, CHAS, Constructionline, REFCOM F-Gas, OFTEC and Gas Safe.

T R Freeman is a member of the National Federation of Roofing Contractors (NFRC), FTMRC and MRCA and also accredited to Constructionline, Safecontractor, SMAS, CHAS and CHAS Designer.

Kershaw Contracting Services is represented in trade organisations including ARCA, Achilles UVDB & Verify B2 accredited, BBA, BUFGA, CHAS, SMAS, CIGA, SWIGA, Constructionline, PAS 2030:2017 Green Deal Approved Installer through the NICEIC and a long standing member of the NIA.

The company has determined the external and internal issues that are relevant to its

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business and its strategic direction that affect its ability to achieve the intended results of its Integrated Management System.

This includes monitoring and reviewing both positive and negative information about:

- External issues arising from legal, technological, competitive, market, cultural, social, environmental and economic environments, whether international, national, regional or local.
- Considering internal issues related to values, culture, knowledge and performance of the company.

Please refer to [Procedure ISO 01](#) for full details.

4.2 Needs and Expectations of Interested Parties

Due to their effect or potential effect on the company's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, the company has identified the following interested parties that are relevant to the IMS;

- Customers
- Suppliers
- Sub-contractors
- Employees
- Local Council
- Legislators
- Neighbours
- Shareholders
- Environment Agency
- Health & Safety Executive
- Industry Associations
- Competitors

Kershaw monitors and reviews information about these interested parties and their requirements. Please refer to Procedure **ISO 01** for further details.

4.3 Scope of the Integrated Management System

The company has determined the boundaries and applicability of the IMS to establish its scope including:

- a) The external and internal issues;
- b) The requirements of relevant interested parties;
- c) The products and services of the company.

The scope of the company's Management System is:

Kershaw Mechanical Services Limited (KMS) - Design, supply, manufacture and installation of specialist services to the building industry including service and maintenance- all locations

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- T R Freeman Limited (TRF) - Design, supply, fabrication and installation of architectural metal roofing and cladding + specialist services to the building industry, including refurbishment and maintenance- all locations
- Kershaw Contracting Services Limited (KCS) – The supply of services relating to the installation of energy efficient insulation systems and the safe management and removal of asbestos in buildings- all locations.

The ISO 9001:2015 and ISO 14001:2015 systems apply to all Company offices and installation sites.

- Kershaw Mechanical Services Limited
- Kershaw Contracting Services Limited
- T R Freeman Limited

4.4 Management System and its Processes (IMS)

The company has established, implemented, maintained and continually improves its IMS, including the processes needed and their interactions, in accordance with the requirements of ISO 9001:2015 and ISO 14001:2015

The company has determined the processes needed for the IMS and their application throughout the company, and has:

- Determined the inputs required and the outputs expected from these processes;
- Determined the sequence and interaction of these processes;
- Determined and applied the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes;
- Determined the resources needed for these processes and ensure their availability;
- Assigned the responsibilities and authorities for these processes;
- Addressed the risks and opportunities as determined in accordance with the requirements;
- Evaluated these processes and implement any changes needed to ensure that these processes achieve their intended results.
- Improved the processes and the IMS.

To the extent necessary, the company:

- Maintains records to support the operation of its processes;
- Retains records to have confidence that the processes are being carried out as planned.

5.0 Leadership

5.1 Leadership and Commitment

5.1.1 General

The Directors and Senior Management demonstrate leadership and commitment by:

- Taking accountability for the effectiveness of the management system;
- Ensuring that the policy and objectives are established for the IMS and are compatible with the context and strategic direction of the company;

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- Ensuring the integration of the IMS requirements into the company's business processes;
- Promoting the use of the process approach and risk-based thinking;
- Ensuring that the resources needed for the IMS are available;
- Communicating the importance of effective management and of conforming to the management system requirements;
- Ensuring that the IMS achieves its intended results;
- Engaging, directing and supporting employees to contribute to the effectiveness of the IMS;
- Promoting improvement;
- Supporting management to demonstrate their leadership as it applies in their areas of responsibility

5.1.2 Customer Focus

Top management demonstrates leadership and commitment with respect to customer focus by ensuring that:

- Customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
- The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;

5.2 Policy

The Policy is detailed in Section 1 of this Manual. It is available to all employees who have access to the Company intranet and is also displayed on Company noticeboards at all offices and live sites. The Policy is available to download from the Kershaw Group Website.

5.3 Company Roles, Responsibilities and Authorities

The Managing Directors of each company have ensured that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the company.

They have assigned the responsibility and authority as detailed below to the IMS Compliance Manager for:

- Ensuring that the IMS conforms to the requirements of ISO 9001:2015 and ISO 14001:2015.
- Ensuring that the processes are delivering their intended outputs;
- Reporting on the performance of the IMS and on opportunities for improvement;
- Ensuring the promotion of customer focus throughout the company;
- Ensuring that the integrity of the IMS is maintained when changes to the IMS are planned and implemented.

6.0 Planning

6.1 Actions to Address Risks and Opportunities

The company has determined the risks and opportunities that need to be addressed to:

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- Give assurance that the IMS can achieve its intended results;
- Enhance desirable effects;
- Prevent, or reduce, undesired effects;
- Achieve improvement.

Action Includes

- Undertaking Quality and Environmental Risk Assessments and identifying opportunities that are proportionate to the potential impact of the risk to the conformity of products and services.
- Integrating and implementing the actions into the IMS processes.
- Evaluating the effectiveness of these actions.

Options to address risks include:

- Avoiding risk,
- Taking risk in order to pursue an opportunity,
- Eliminating the risk source,
- Changing the likelihood or consequences,
- Sharing the risk,
- Managing retained risk by informed decision.

Opportunities can lead to:

- The adoption of new practices,
- Launching new products,
- Opening new markets,
- Addressing new clients,
- Building partnerships,
- Using new technology
- Other desirable and viable possibilities to address the company's or its customers' needs.

6.1.1 Environmental Aspects

The company has determined the environmental aspects of its activities, products and services that it can control and those that it can influence, and their associated environmental impacts, considering a life cycle perspective. Including:

- a. Change, including planned or new developments, and new or modified activities, products and services;
- b. Abnormal conditions and reasonably foreseeable emergency situations.

Kershaw has determined those aspects that have or can have a significant environmental impact, i.e. significant environmental aspects, by using established criteria.

Significant environmental aspects have been communicated throughout the company.

Documented information is maintained of:

- Environmental aspects and associated environmental impacts;
- Criteria to determine significant environmental aspects;
- Significant environmental aspects.

6.1.2 Compliance Obligations

The company has;

- Determined and has access to the compliance obligations related to its

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- environmental aspects;
- Determined how these compliance obligations apply to the company;
- Taken these compliance obligations into account when establishing, implementing, maintaining and continually improving its management system.
- Documented information on compliance obligations is maintained.
- Refer to OP14 Section 3.1.2 for full details

6.1.3 Planning Action

The company plans to take action to address:

1. Significant environmental aspects;
2. Compliance obligations;
3. Risks and opportunities identified.
4. How to implement the actions into its management system;
5. How to evaluate the effectiveness of the actions taken.

6.2 Objectives and Key Performance Indicators (KPIs)

6.2.1 Quality and Environmental Objectives and KPIs are established at relevant functions, levels and processes during management reviews.

Objectives and KPIs are:

- Consistent with the policy;
- Measurable;
- Take into account applicable requirements;
- Relevant to conformity of products and services and to the enhancement of customer satisfaction;
- Monitored;
- Communicated;
- Updated as appropriate.

6.2.2 When planning how to achieve objectives and KPIs, the company has determined:

- What will be done;
- What resources will be required;
- Who will be responsible;
- When it will be completed;
- How the results will be evaluated.

The company maintains records of the Objectives and KPIs set and the progress made meeting them.

6.2.3 Legal and other requirements:

The Company has identified appropriate legislation which is applicable to the activities undertaken, which is reviewed on a regular basis to determine compliance, and also to ensure that legislation is up to date and new ones incorporated onto the register.

Refer to Register of Legislation and the accompanying procedure WI16.

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6.3 Planning of Changes

The planning of changes is governed by top management, for example changes to production, operations, equipment, legislative and process controls (or any other requirements).

If the need for changes to the IMS occurs, the following is considered:

- The purpose of the changes and their potential consequences;
- The risk to the business;
- The integrity of the IMS;
- The availability of resources;
- The allocation or reallocation of responsibilities and authorities.

7.0 Support

7.1 Resources

7.1.1 General

Kershaw Group provides the resources needed for the establishment, implementation, maintenance and continual improvement of the IMS.

The company has considered:

- The capabilities of, and constraints on, existing internal resources;
- What needs to be obtained from external suppliers?

7.1.2 People

The necessary personnel for the effective implementation of its IMS and for the operation and control of its processes is provided by the Company.

7.1.3 Infrastructure

Kershaw provides and maintains the infrastructure necessary for the operation of its processes and to achieve conformity of products and services.

This includes:

- Buildings and associated utilities;
- Equipment, including hardware and software;
- Transportation resources;
- Information and communication technology.

7.1.4 Environment for the Operation Of Processes

The company maintains the environment necessary for the operation of its processes and to achieve conformity of products and services including:

- Social (e.g. Non-discriminatory, calm, non-confrontational);
- Psychological (e.g. Stress-reducing, burnout prevention, emotionally protective);
- Physical (e.g. Temperature, heat, humidity, light, airflow, hygiene, noise).

7.1.5 Monitoring and Measuring Resources

7.1.5.1 General

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The company ensures valid and reliable results are obtained when monitoring or measuring is used to verify the conformity of products and services to requirements.

The company ensures that the equipment and software provided:

- Are suitable for the specific type of monitoring and measurement activities being undertaken;
- Are maintained to ensure their continuing fitness for their purpose.

Records are maintained as evidence of fitness for purpose of the equipment and software used.

7.1.5.2 Measurement Traceability

Measurement traceability is an essential part of providing confidence in the validity of measurement results, measuring equipment is therefore:

- Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification is retained as documented information;
- Identified in order to determine their status;
- Safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

The company will determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose, and will take appropriate action as necessary.

7.1.6 Company Knowledge

The company has determined the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

This knowledge is maintained in the Sales and Marketing data, Operating Records, Work Instructions and Kershaw and External Product Specifications and is made available when required.

When addressing changing needs and trends, the company considers its current knowledge and determines how to acquire or access any necessary additional knowledge and required updates.

Company knowledge is specific to the company. It is information that is used and shared to achieve the company's objectives.

Company knowledge comes from:

- Internal sources (e.g. Intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services);
- External sources (e.g. Standards; academia; conferences; gathering

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knowledge from customers or external providers).

7.2 Competence

Kershaw has:

- Determined the necessary competence of persons doing work under its control that affects the performance and effectiveness of the IMS;
- Ensured that they are competent on the basis of appropriate education, training, or experience;
- Where applicable, arranged the provision of training and mentoring for them to acquire the necessary competence, and evaluate the effectiveness of the actions taken;
- Retain appropriate records as evidence of competence.
- Re- assigned currently employed persons.
- Hired or contracted in competent persons.

7.3 Awareness

The company ensures that persons doing work under the company's control are aware of:

- The Policy;
- Relevant Objectives;
- Their contribution to the effectiveness of the IMS, including the benefits of improved performance;
- The implications of not conforming to the IMS requirements.
- The Kershaw Induction process

7.4 Communication

The internal and external communications relevant to the IMS, have been determined and include:

- What will be communicated;
- When to communicate;
- With whom to communicate;
- How to communicate;
- Who communicates?

7.5 Documented Information

7.5.1 General

The company's IMS includes:

- Records required by ISO 9001 and ISO 14001
- Records determined by the company as being necessary for the effectiveness of the IMS.

7.5.2 Creating and Updating

When creating and updating records, the company ensures appropriate:

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- a) Identification and description (e.g. A title, date, author, or reference number);
- b) Format (e.g. Language, software version, graphics) and media (e.g. Paper, electronic);
- c) Review and approval for suitability and adequacy.

7.5.3 Control of Documented Information

Records required by the IMS and ISO 9001 and ISO 14001 are controlled to ensure:

- They are available and suitable for use, where and when needed;
- Subject to approval for adequacy prior to issue;
- Reviewed on a regular basis and updated as necessary;
- Kept to the current revision status;
- Stored and preserved, including preservation of legibility and protection from unintended alterations
- Are adequately protected from loss of confidentiality, improper use, or loss of integrity.

Documents of external origin are identified and their distribution controlled to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are to be retained for any purpose.

8.0 Operation

8.1 Operational Planning And Control

The company plans, implements and controls the processes needed for the provision of products and services, to meet its environmental requirements and to implement the actions identified from the risk and opportunity by:

- Determining the requirements for the products and services;
- Establishing operating criteria for the processes;
- The acceptance of products and services;
- Determining the resources needed to achieve conformity to the product and service requirements;
- Implementing control of the processes in accordance with the criteria;
- Determining and keeping records.
- To demonstrate the conformity of products and services to requirements.

The company controls planned changes and reviews the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

The company also ensures that outsourced processes are controlled.

Current operational processes are documented in the [QHSE Masterlist](#)

8.1.1 Lifecycle perspective

Consistent with a life cycle perspective the company has:

- Determined its environmental requirements for the procurement of products and services.
- Communicated its environmental requirements to suppliers and sub-contractors;
- Considered the need to provide information about potential significant environmental impacts associated with the transportation and delivery, use,

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end-of-life treatment and final disposal of its products and services.

Records are maintained to give confidence that the processes have been carried out as planned.

8.2 (a) Requirements For Products And Services

8.2.1 Customer Communication

Communication with customers includes:

- Providing information relating to products and services;
- Handling enquiries, contracts or orders, including amendments;
- Obtaining customer feedback relating to products and services, including customer complaints;
- Handling or controlling customer property;
- Establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining The Requirements For Products And Services Offered to Customers

Kershaw ensures that:

- a) The requirements for the products and services are defined, including:
 - Any applicable statutory and regulatory requirements;
 - Those considered necessary by the company;
- b) The company can meet the specification for the products and services it offers.

8.2.3 Review Of Requirements Related To Products And Services

To ensure that Kershaw has the ability to meet the requirements for the products and services offered to customers it conducts a review before committing to supply products and services which includes:

- Requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- Requirements not stated by the customer, but necessary for the specified or intended use, when known;
- Requirements specified by the company;
- Statutory and regulatory requirements applicable to the products and services;
- Contract or order requirements differing from those previously expressed.

The company will ensure that contract or order requirements differing from those previously defined are resolved.

All customers' requirements will be confirmed by the company before acceptance of the order. Records of the review; and any new requirements for the products and services will be maintained.

8.2.4 Changes To Requirements For Products And Services

The company ensures that relevant documented information is amended, and that

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relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

8.2 (b) Emergency Preparedness and Response

The company has established, implemented and maintains actions needed to prepare and respond to emergency situations identified from conducting its Environmental Aspects Risk and Opportunity Assessments.

These include:

- Action to prevent or reduce adverse environmental impacts from emergency situations;
- Respond to emergency situations;
- Take action to prevent or reduce the consequences of emergency situations, appropriate to the magnitude of the emergency and the potential environmental impact;
- Periodically test the planned response actions where practicable;
- Periodically review and revise the processes and planned responses, in particular after the occurrence of emergency situations or tests;
- Provide relevant information and training related to emergency preparedness and response, as appropriate, to relevant interested parties, employees and sub-contractors.

Records will be maintained to demonstrate that the processes have been carried out as planned.

8.3 Design And Development Of Products And Services

8.3.1 General

The company has established, implemented and maintains a design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2 Design and Development Planning

In determining the stages and controls for design and development, the company has considered:

- The nature, duration and complexity of the design and development activities;
- The required process stages, including applicable design and development reviews;
- The required design and development verification and validation activities;
- The responsibilities and authorities involved in the design and development process;
- The internal and external resource needs for the design and development of products and services;
- The need to control interfaces between persons involved in the design and development process;
- The need for involvement of customers and users in the design and development process;

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- The requirements for subsequent provision of products and services;
- The level of control expected for the design process by customers and other interested parties;
- The records needed to demonstrate that design and development requirements have been met.

8.3.3 Design And Development Inputs

The company determines the requirements essential for the products and services to be designed and developed by considering the following:

- Design risk assessments
- Functional and performance requirements;
- Information derived from previous similar design and development activities;
- Statutory and regulatory requirements;
- Standards or codes of practice that the company has committed to implement;
- Potential consequences of failure due to the nature of the products and services.

Inputs are adequate for design and development purposes, complete and unambiguous. Conflicting design and development inputs are resolved.

8.3.4 Design And Development Controls

The company controls the design and development process to ensure that:

- The results to be achieved are defined;
- Reviews are conducted to evaluate the ability of the results of design to meet requirements;
- Verification activities are conducted to ensure that the design outputs meet the input requirements;
- Validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use;
- Any necessary actions are taken on problems determined during the reviews, verification and validation activities;

8.3.5 Design And Development Outputs

The company ensures that design and development outputs:

- Meet the input requirements;
- Are adequate for the subsequent processes for the provision of products and services;
- Include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;
- Specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

8.3.6 Design and Development Changes

Changes are identified, reviewed and controlled during, or subsequent to, the design of the product and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements including:

- Design and development changes;
- The results of reviews;

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- The authorization of the changes;
- The actions taken to prevent adverse impacts

8.4 Control Of Externally Provided Processes, Products And Services

8.4.1 General

Kershaw ensures that externally provided processes, products and services conform to requirements.

The controls to be applied are determined when:

- Products and services from suppliers are intended for incorporation into the company's own products and services;
- Products and services are provided directly to the customer by suppliers on behalf of the company;
- A process, or part of a process, is provided by a supplier.

Criteria for the evaluation, selection, monitoring of performance, and re-evaluation of suppliers have been determined, based on their ability to provide processes or products and services in accordance with requirements. Where possible, the Company selects suppliers and subcontractors on their environmental commitment. Records are retained.

8.4.2 Type And Extent Of Control

The company ensures that externally provided processes, products and services do not adversely affect its ability to consistently deliver conforming products and services to its customers by:

- a) Ensuring that externally provided processes remain within the control of its IMS;
- b) Defining the controls to be applied to a supplier and those to be applied to the resulting output, taking into account:
 - The potential impact of the externally provided processes, products and services on the company's ability to meet customer and applicable statutory and regulatory requirements;
 - The effectiveness of the controls applied by the supplier;
- c) Determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.
- d) Post-delivery warranty and guarantees
- e) Service and maintenance aftercare offered

8.4.3 Information for External Providers

Kershaw ensures the adequacy of requirements prior to their communication to the supplier.

It will communicate to suppliers its requirements where necessary for:

- The processes, products and services to be provided;
- The approval of:
 - Products and services;
 - Methods, processes and equipment;
 - The release of products and services;
- Competence, including any required qualification of persons;
- The external providers' interactions with the company;
- Control and monitoring of the suppliers' performance to be applied;

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- Verification or validation activities that Kershaw, or its customers intend to perform at the suppliers' premises.

8.50 Production And Service Provision

8.5.1 Control of Production And Service Provision

The company implements production and service provision under controlled conditions including:

- The availability of documented information that defines:
 - The characteristics of the products to be produced, the services to be provided, or the activities to be performed;
 - The results to be achieved;
- The availability and use of suitable monitoring and measuring resources;
- The implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met;
- The use of suitable infrastructure and environment for the operation of processes;
- The appointment of competent persons, including any required qualification;
- The Company has not identified any process where the results cannot be measured. The validation, and periodic revalidation, of the ability to achieve planned results of the processes for service provision, where the output cannot be verified by subsequent monitoring or measurement is not applicable.
- The implementation of actions to prevent human error;
- The implementation of release, delivery and post-delivery activities.

8.5.2 Identification and Traceability

The company identifies all its products through all stages of storage, production and delivery to the customer. Where required traceability can be provided.

Records of Identification and Traceability are maintained.

8.5.3 Property Belonging to Customers or External Providers

Kershaw exercises care with property including intellectual property belonging to customers or external providers while it is under the company's control or being used by Kershaw.

The company identifies, verifies, protects and safeguards customers' or external providers' property provided for use or incorporation into its products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, the company will report this to the customer or external provider and retain records on what has occurred.

8.5.4 Preservation

Materials and products are preserved during storage, production and service provision, to ensure conformity to requirements. Preservation includes:

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- Identification,
- Handling,
- Contamination control.
- Packaging,
- Storage,
- Transportation and protection

8.5.5 Post-Delivery Activities

In determining the extent of post-delivery activities that are required, the company has considered:

- Statutory and regulatory requirements;
- The potential undesired consequences associated with its products and services;
- The nature, use and intended lifetime of its products and services;
- Customer requirements;
- Customer feedback.

Activities include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

8.5.6 Control Of Changes

Kershaw reviews and controls changes for production, storage and service provision, to the extent necessary to ensure continuing conformity with requirements.

Records are retained describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

8.6 Release Of Products And Services

Inspections and checks at appropriate stages are planned to verify that the product and service requirements have been met. Release to the customer will not proceed until the planned inspections have been satisfactorily completed, unless otherwise approved by the Branch Supervisor and, if applicable, by the customer.

Records are maintained including:

- Evidence of conformity with the acceptance criteria;
- Traceability to the person(s) authorising the release.

8.7 Control of Nonconforming Products and Services

8.7.1 Products and services that do not conform to requirements are identified and controlled to prevent their unintended use or delivery.

Appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services shall be taken. This also applies to nonconforming products and services detected during or after delivery of products.

The company deals with nonconforming outputs in one or more of the following ways:

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- Correction;
- Segregation, containment, return or suspension of provision of products and services;
- Informing the customer;
- Obtaining authorization for acceptance under concession.

Conformity to the requirements is verified when nonconforming outputs are corrected.

Kershaw retains records that:

- Describes the nonconformity;
- Describes the actions taken;
- Describes any concessions obtained;
- Identifies the authority deciding the action in respect of the nonconformity.

9 Performance Evaluation

9.1 Monitoring, Measurement, Analysis And Evaluation

9.1.1 General

The company has determined:

- What needs to be monitored and measured;
- The methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;
- The criteria against which it will conduct its evaluation;
- When the monitoring and measuring has to be performed;
- When the results from monitoring and measurement are analysed and evaluated.

The company evaluates the performance and the effectiveness of the IMS. Records are maintained.

9.1.2 Evaluation of Compliance and Customer Satisfaction

- a. The company has established, implemented and maintains the processes needed to evaluate fulfilment of its compliance obligations including:
 - The frequency of evaluation;
 - Taking action if needed;
 - Maintaining knowledge and understanding of its compliance status.
- b. The company monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled. The methods for obtaining, monitoring and reviewing this information have been determined.

Records will be maintained.

9.1.3 Analysis and Evaluation

The company analyses and evaluates appropriate data and information arising from monitoring and measurement.

The results of analysis are used to evaluate:

- Conformity of products and services;

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- The degree of customer satisfaction;
- The performance and effectiveness of the management system;
- If planning has been implemented effectively;
- The effectiveness of actions taken to address risks and opportunities;
- The performance of external providers;
- The need for improvements to the IMS.

Evaluation of Compliance:

The Company will ensure that a regular review is undertaken to ensure that it is in compliance with applicable legislation as detailed in the Register of Legislation. This information is evaluated and any deviations from legislation will be recorded as a non-conformance and dealt with immediately.

9.2 Internal Audit

9.2.1 The company conducts internal audits at planned intervals to provide information on whether the IMS:

- Conforms to the IMS and the requirements of ISO 9001 and ISO 14001;
- Is effectively implemented and maintained.

9.2.2 The company:

- Produces an audit programme each year detailing the areas to be audited together with the frequency taking into consideration the importance of the processes concerned,
- Defines the methods, responsibilities, reporting requirements, changes affecting the company and the results of previous audits;
- The audit criteria and scope for each audit;
- Select auditors to conduct audits to ensure objectivity and the impartiality of the audit;
- Ensures that the results of the audits are reported to relevant management;
- Takes appropriate correction and corrective actions without undue delay;
- Maintain records of the audit programme and the audit reports,;

9.3 Management Review

9.3.1 General

Top management reviews the company's IMS, at least annually, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the company.

9.3.2 Management Review Inputs

The management review is planned and carried out taking into consideration:

- a) The status of actions from previous management reviews;
- b) Changes in
 - External and internal issues that are relevant to the IMS;

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- The needs and expectations of interested parties, including compliance obligations.
 - Significant environmental aspects.
 - Risks and opportunities
- c) The extent to which both Quality and Environmental objectives have been met;
- d) Information on the performance and effectiveness of the IMS including trends in:
- Customer satisfaction and feedback from relevant interested parties;
 - Process performance and conformity of products and services;
 - Nonconformities and corrective actions;
 - Monitoring and measurement results;
 - Fulfilment of compliance results;
 - Audit results;
 - The performance of external providers;
- e) The adequacy of resources;
- f) Relevant communications from interested parties including complaints;
- g) The effectiveness of actions taken to address risks and opportunities ;
- h) Opportunities for improvement;

9.3.3 Management Review Outputs

The outputs of the management review will include decisions and actions related to:

- Conclusions on the continuing suitability, adequacy and effectiveness of the management system;
- Decisions related to continual improvement opportunities;
- Decisions related to any need for changes to the management system, including resources;
- Actions , if needed when objectives have not been achieved;
- Opportunities to improve integration of the IMS with other processes, if needed
- Any need for changes to the management system;
- Any implications for the strategic direction of the company;

Minutes of management reviews are maintained.

10.0 Improvement

10.1 General

The company determines and selects opportunities for improvement and implements any necessary actions to achieve the intended outcome of its IMS.

These include:

- Improving products and services to meet requirements as well as to address future needs and expectations;
- Correcting, preventing or reducing undesired effects;
- Improving the performance and effectiveness of the IMS.

10.2 Nonconformity And Corrective Action

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10.2.1 When a nonconformity occurs, including any arising from complaints, the company will:

- React to the nonconformity and, as applicable:
 - Take action to control and correct it
 - Deal with the consequences
- Evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - Reviewing and analysing the nonconformity;
 - Determining the causes of the nonconformity;
 - Determining if similar nonconformities exist, or could potentially occur;
 - Implement any action needed;
 - Review the effectiveness of any corrective action taken;
 - Update risks and opportunities determined during planning, if necessary;
 - Make changes to the IMS, if necessary.

Corrective actions will be appropriate to the effects of the nonconformities encountered.

10.2.2 The company retains records as evidence of:

- a) The nature of the nonconformities and any subsequent actions taken;
- b) The results of any corrective action.

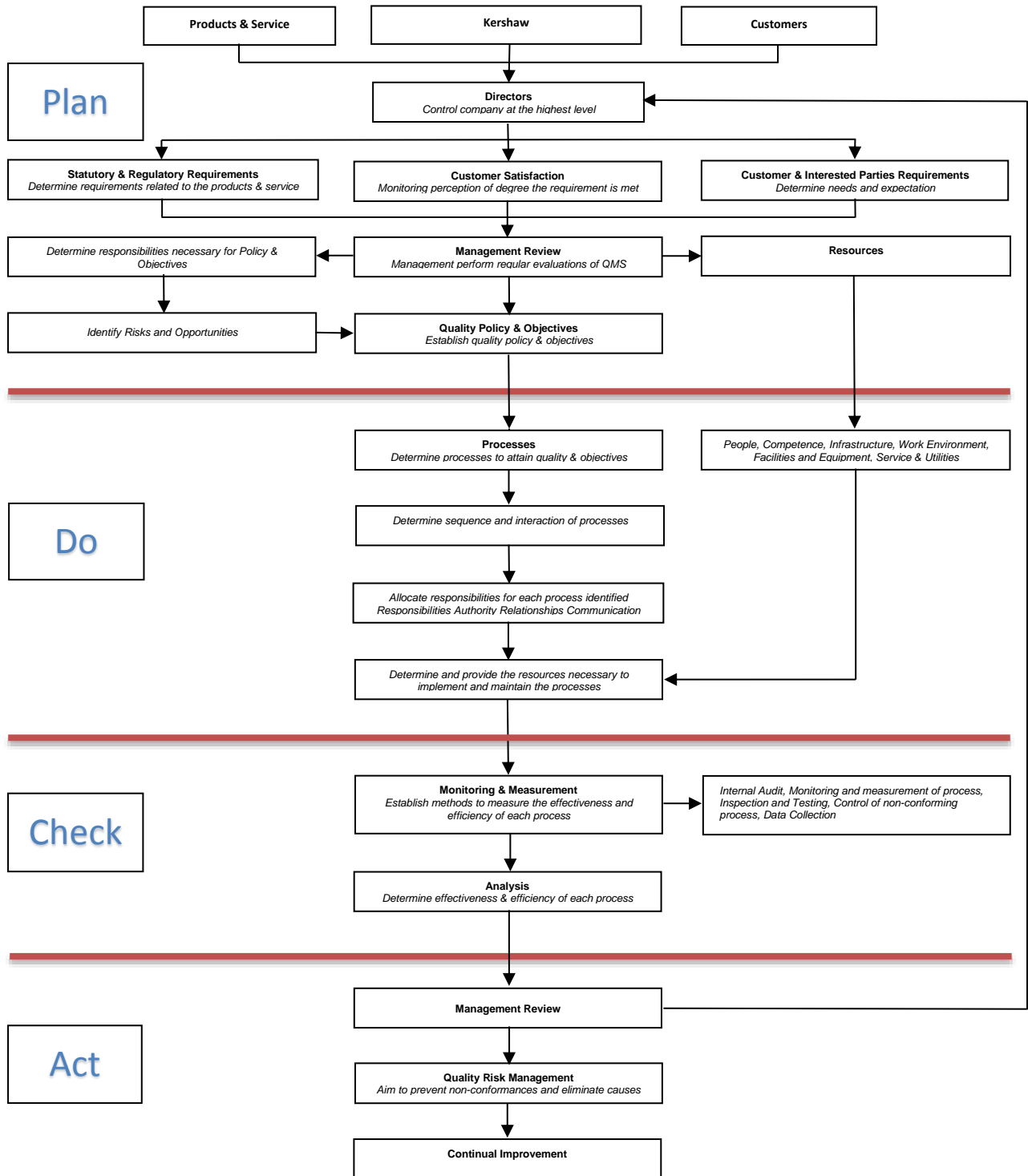
10.3 Continual Improvement

The company aims to continually improve the suitability, adequacy and effectiveness of the IMS.

It will consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that can be addressed as part of continual improvement.

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Appendix 1 – General Sequence and Interaction of Processes



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Related Documents

- **ISO 01**
- **OP1**
- **Company Health & Safety Policy**
- **Roles & responsibilities**
- **Organisation Charts**