



QUALITY & ENVIRONMENTAL POLICY MANUAL

KERSHAW MECHANICAL SERVICES LIMITED

KERSHAW CONTRACTING SERVICES LIMITED

T R FREEMAN LIMITED

**Beadle Trading Estate
Ditton Walk
CAMBRIDGE
CB5 8PD**

COPY NO: COPY

THIS COPY IS UNCONTROLLED, REFERENCE ONLY

ISSUED TO: CONTROLLED COPY HELD BY QEC

Date: 03 August 2009

CONTENTS

<u>SECTION</u>	<u>TITLE</u>
1.	INTRODUCTION AND SCOPE OF SYSTEM
	1.1 Company Outline
	1.2 General
	1.3 Scope
2.	SYSTEM PROCESSES
3.	POLICIES
	3.1 Quality Policy
	3.2 Environmental Policy
	3.3 Health & Safety Policies
4.	ORGANISATION
	4.1 Organisation Charts
	4.2 Responsibility and Authority
	4.3 Management Representative
	4.4 Resources
	4.5 Internal Communications
	4.6 External Communications
5.	PROCEDURES
	5.1 General
	5.2 Titles

1. INTRODUCTION

1.1 Company Outline

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 Cambridge with satellite offices in West Midlands and Erith. They operate throughout Great Britain and have performed specific activities abroad.

Kershaw Mechanical Services is represented in trade organisations, including the HVCA, CHASS and is also a member of Safegas. T R Freeman is represented on the FTMRC, MRCA and CDA.

Kershaw Contracting Services is represented in trade organisations including ARCA, BBA, BUFGA, CHAS, CIGA, CITB, Constructionline, Safegas, HVCA, NIA, NICEIC and OFTEC.

1.2 General

The Company Quality & Environmental systems which meet the requirements of ISO9001:2000 & ISO14001:2004 are defined in this manual and detailed further in Operating Procedures and in Work Instructions which are all authorised and issued in a controlled manner to ensure that all personnel are fully acquainted with the Company's policy, procedures, standards and methods of working.

1.3 Scope

KMS - Design, supply, manufacture and installation of specialist services to the building industry.

TRF - Design, supply, fabrication and installation of architectural metal roofing and cladding.

KCS - The supply of services relating to the installation of energy efficient heating, plumbing and insulation systems and the safe management and removal of asbestos in buildings.

The ISO9001:2000 systems apply to all Company offices and installation sites with the exception of certain operations not applicable to KCS, who are excluded for 7.3 Design and 7.5.2 special processes.

Kershaw Mechanical Services Limited
Kershaw Contracting Services Limited
T R Freeman Limited
Beadle Trading Estate,
Ditton Walk,
CAMBRIDGE

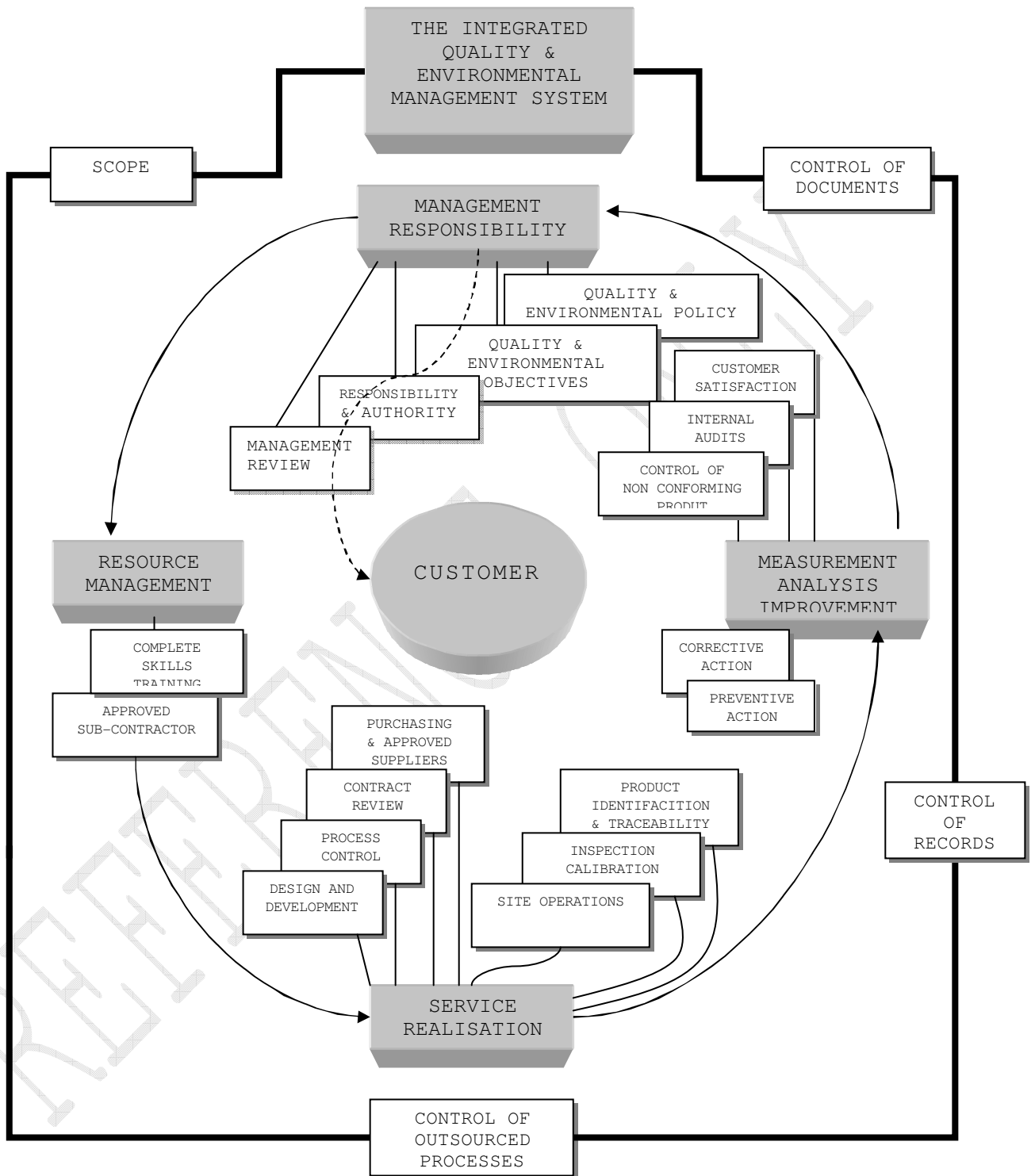
2. **SYSTEM PROCESSES**

The key processes and those having responsibility for them are defined in the [Operating Procedures and Work Instructions](#).

The system links various activities including inputs and outputs to achieve continual quality and environmental improvements and to develop good communications both internally and with customers, suppliers, sub-contractors and other stakeholders affected by the Company's activities.

REFERENCE ONLY

INTEGRATED MANAGEMENT SYSTEM



3. POLICIES

3.1 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.

Consequently a Quality System in compliance with BS EN ISO 9001:2000 has been documented and all employees are responsible for operating the system in accordance with this Manual, associated Operating Procedures and Work Instructions to accomplish the following objectives.

- a) To ensure that the quality of our products and services always meets the needs and expectations of our Clients.
- b) To provide the confidence to management that the required quality is being achieved and maintained.
- c) To seek to continually improve the suitability and effectiveness of the quality system developing processes that result in improvements for the Company's and Clients mutual benefit.

Signed
G. Smith - Kershaw Mechanical Services Managing Director

Signed
G. Webb - T R Freeman Managing Director

Signed
I. Macklin - Kershaw Contracting Services Managing Director

3. **POLICIES** (cont.)

3.2 **Environmental Policy and Objectives**

In accordance with current environmental practices, Kershaw Mechanical Services (KMS), T R Freeman (TRF) and Kershaw Contracting Services (KCS) are committed to ensuring the best environmental practices are implemented to all our sites and offices and conducting our working activities in such a way that recognises our responsibilities to the environment.

To fulfil our objectives we will undertake the following processes:

KMS/TRF/KCS shall identify, evaluate and manage our environmental aspects identified with our activities to eliminate or reduce the impact(s) on the environment.

Objectives and targets will be agreed, implemented and monitored as required.

KMS/TRF/KCS shall establish, implement and maintain a management review system and procedures to continuously monitor our performance at given periods.

KMS/TRF/KCS shall continually review its Management System to reflect all applicable legislation and regulatory statutory requirements and integrate these requirements into our decision making and business planning.

KMS/TRF/KCS shall provide training and information to all persons working for or on behalf of the company in environmental matters appropriate to their job.

KMS/TRF/KCS shall 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.

KMS/TRF/KCS shall encourage all persons, suppliers and subcontractors working for or on behalf of Kershaw Mechanical Services and T R Freeman to establish, implement and maintain environmental policies consistent with our environmental policy as to ensure that they comply with current environmental legislation.

KMS/TRF/KCS shall at all times 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.

Our policy is available to; all persons working for and on behalf of the company; to clients; members of the public as requested.

Signed
G. Smith - Kershaw Mechanical Services Managing Director

Signed
G. Webb - T R Freeman Managing Director

Signed

.....
I. Macklin - Kershaw Contracting Services Managing Director

3. POLICIES (cont.)

3.3 Health & Safety Policies

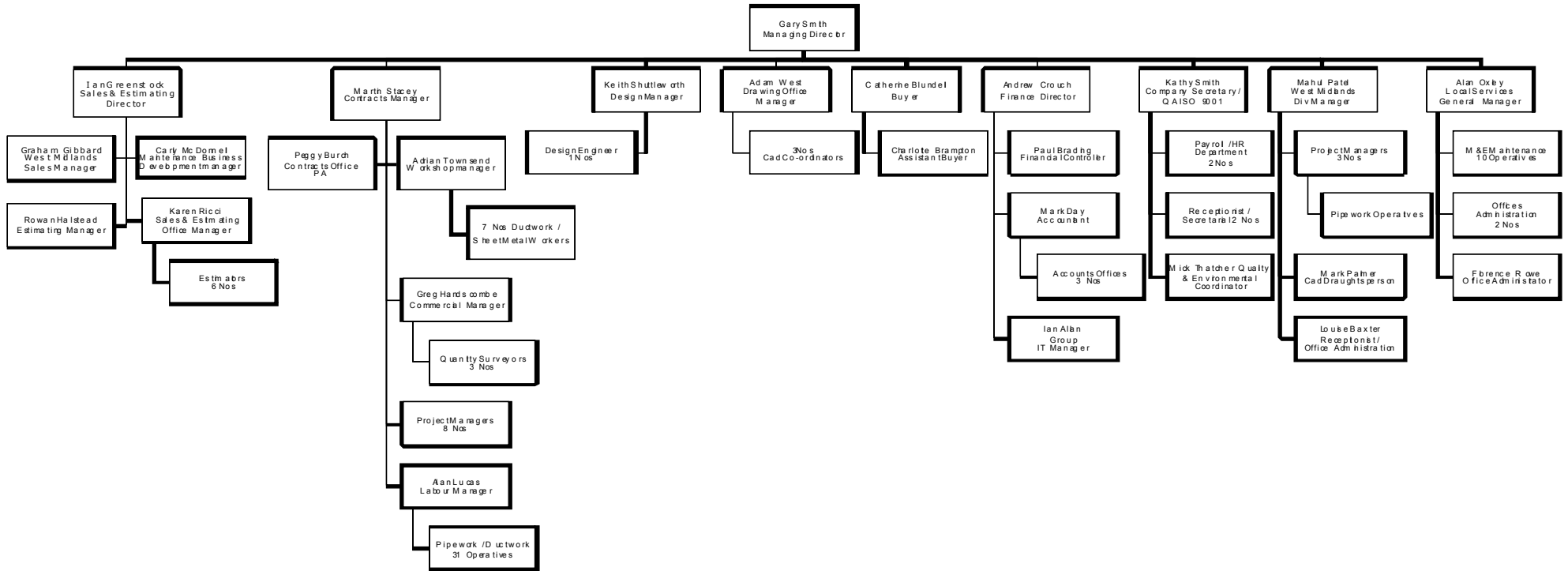
Please refer to Kershaw Mechanical Services Limited for the above policy issued May 2009, T R Freeman Limited issued May 2009 and Kershaw Contracting Services policy issued May 2009.

REFERENCE ONLY

4. ORGANISATION

4.1 Organisation Chart (1)

Organisational Chart

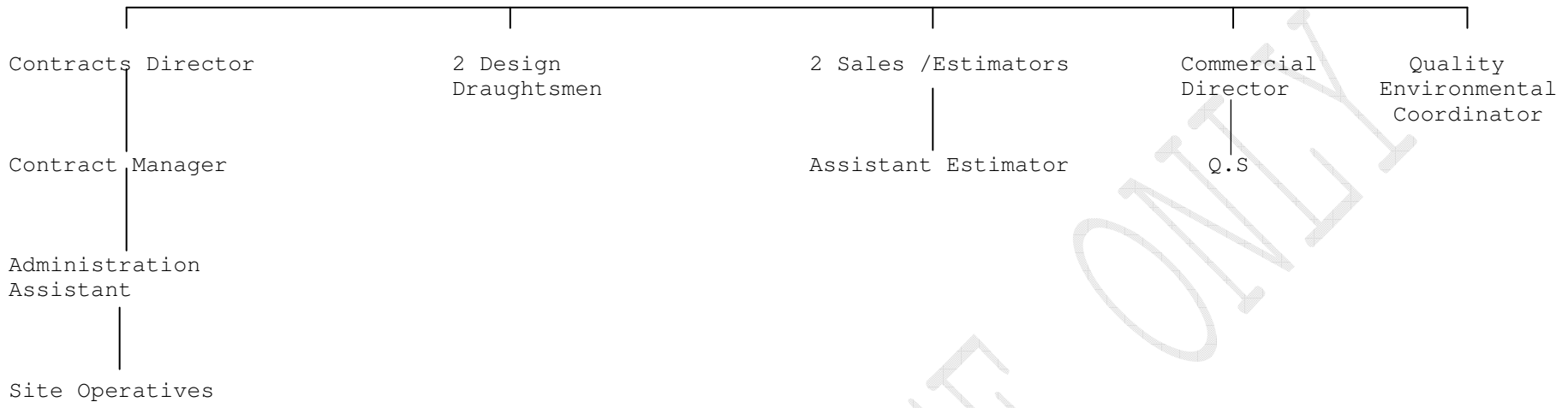


4.1 Org ani sat ion Cha rt (2)

TRF
Ltd
-

Managing Director

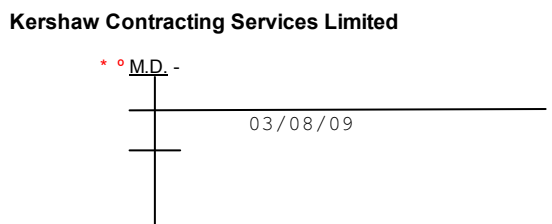
03/08/09

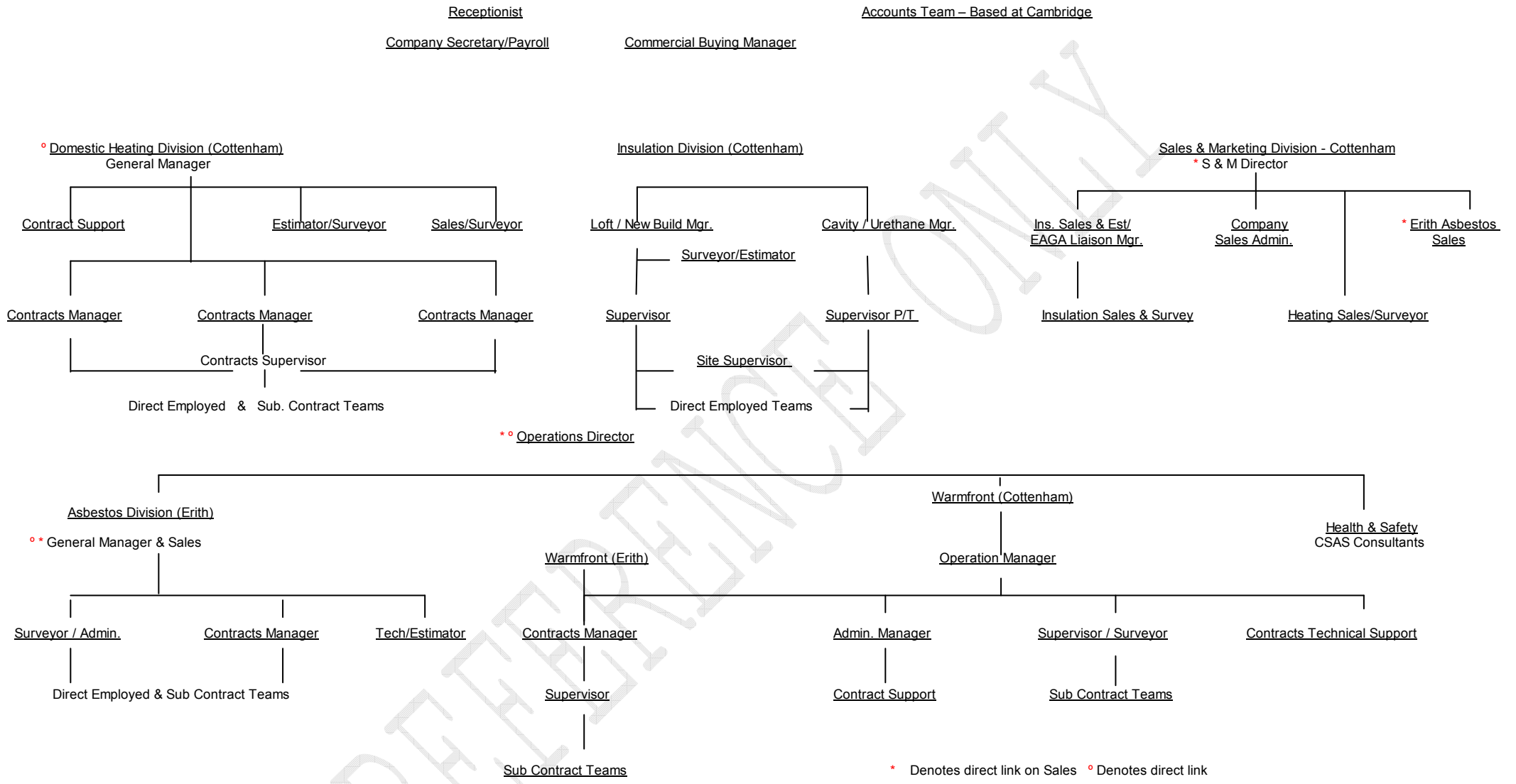


REFERENCE ONLY

4. ORGANISATION

4.1 Organisation Chart (3)





4. ORGANISATION (Cont.)

4.2 Responsibility and Authority

The Company has placed with its senior personnel the responsibility for ensuring that all the functions within their particular areas of control are operated in accordance with the requirements of the standards, as interpreted by this Manual and the associated Operating Procedures and Work Instructions.

In addition to their specific responsibilities, the Company has given to them both individually and jointly the authority and freedom to:

- a) initiate action to prevent the occurrence of non-conformance;
- b) identify and record any production or installation quality problems;
- c) initiate, recommend or provide solutions through designated channels;
- d) verify the implementation of solutions;
- e) control further delivery or installation of non-conforming products until the unsatisfactory condition has been corrected;
- f) measure customer satisfaction;
- g) monitor and improve environmental systems

All new employees are made aware of the Company's commitment to quality and environmental improvement. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

The responsibility, authority and the inter-relation of all personnel who manage, perform and verify work affecting quality and environmental performance is defined below:-

Quality & Environmental Co-ordinator

The Quality & Environmental Co-ordinator reports directly to the Managing Director of each individual company, and is responsible for internal auditing and the day to day administration of the Quality & Environmental Management Systems. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

Kershaw Mechanical Services Limited

Managing Director

Responsible for day to day management and operation of Kershaw Mechanical Services Limited, receiving input from Directors and Managers, with specific responsibility for the operations and overall control of all activities. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

Sales Director

Reporting to the Managing Director, the Sales Director is responsible for the day to day running of the sales and estimating functions, contract liaison and for the submission of the tender to the Client. In addition the Sales Director is involved in contract negotiation and contract review as well as in resolving client complaints, should they arise.

4. ORGANISATION (Cont.)

4.2 Responsibility & Authority

Financial Director and Controller

Responsible for the operation of financial aspects of the Company with the administration and financial departments.

Senior Contracts Manager

Responsible for day to day operations and overall control of the Contracts, Purchasing, Production (Workshop), Drawing, Design and Commercial offices. The Managers of each of these departments report directly to the Senior Contracts Manager. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

Commercial Manager

The Commercial Manager is responsible for the quantity surveying functions within the Company. He is also responsible for the correct administration of contract documentation for Kershaw Mechanical Services Clients and Sub-Contractors.

Service and Maintenance Department Manager

The Manager of the Service and Maintenance Department reports to the Managing Director and is responsible for the management of servicing and maintenance contracts. Resources are allocated in accordance with the contract requirements and in conjunction with the Managing Director regarding additional operatives, plant, etc. where required.

Estimating Manager

The Estimating Manager is responsible to the Sales Director for the day to day operation of the estimating office. The Estimating Manager delegates the processing of estimates to the individual estimators who prepare the tender which is passed via the Estimating Manager to the Managing Director for consideration.

Production Manager

Reporting to the Senior Contracts Manager, the Production Manager is responsible for the day to day operation and control of the Company's workshop to ensure the timely manufacture and supply of quality products to KMS and TRF Sites.

Contract Managers

The Contract Managers report to the Senior Contracts Manager. They are responsible for the day to day work and management of their specific contracts.

Design Manager

The Design Manager is responsible to the Senior Contracts Manager for all Design and Build projects. Considering input from the Client, liaison with Sales and Estimating

departments to produce drawings. Also, Design output and technical support to the Contracts Dept.

4. ORGANISATION (cont)

4.2 Responsibility and Authority (cont)

Labour Manager

The Labour Manager is responsible to the Senior Contracts Manager, working in conjunction with the Contracts Managers and Engineers to provide the labour resources required for their individual projects.

Contract Engineers

The Contract Engineers are responsible for the day to day operation of individual contracts delegated to them by their Manager. Their responsibilities include the organisation of drawing work, procurement of plant and equipment and sub-contract services and the requisitioning of the same for Purchasing. Labour requirements are discussed with the Labour Manager.

Senior Buyer

The Senior Buyer has the responsibility for the day to day operation of the buying department. This post reports to the Senior Contracts Manager and is responsible for the purchasing of materials requisitioned by KMS.

Drawing Office Manager

The Drawing Office Manager is responsible for the day to day operation of the Drawing Office, reporting to the Senior Contracts Manager. Projects are delegated to the draughtsperson available who will then interface with the Designer and Contracts Office requirements regarding priorities, drawings, programming and distribution.

Senior Craftsman

Individuals who have progressed through trade apprenticeships and gained substantial experience on a wide variety of contracts. Their responsibilities are defined by their national working rule agreement regarding the organisation of labour on a day to day basis at site level, reporting to the individual contract Engineer/Manager as often as required to ensure the satisfactory progress and continuance of their individual contract.

A Senior Craftsman will be based on site from its commencement until completion of commissioning and is responsible for checking work carried out as part of in-process and final inspection procedures.

Craftsman

Individuals who are similarly qualified and experienced as Senior Craftsmen but who operate in a junior capacity, responsible for certain areas of large sites or complete but smaller sites.

Workshop Operatives

Workshop Operatives are skilled craftsmen working in specialist disciplines. They have responsibility for checking their own work as part of in-process and final inspection procedures.

4. ORGANISATION (cont)

4.2 Responsibility and Authority

Site Operatives

Site Operatives carry out the installation work and participate in a subordinate role in the inspection processes.

T R Freeman Limited

Managing Director

Responsible for the day to day management and operation of T R Freeman Limited. Also involved in contract negotiation, contract review, resolving customer complaints should they arise and measuring customer satisfaction and environmental performance on completion of TRF projects.

Commercial Director

The Commercial Director is responsible for the quantity surveying functions within the Company. He is also responsible for the correct administration of contract documentation for T R Freeman Clients and Sub-Contractors.

Sales Estimators

Reporting to the T R Freeman Managing Director, the Sales Estimators are responsible for the day to day running of the estimating department and pre-contract negotiation with the Client. They prepare the tender which is passed to the Managing Director for consideration before being submitted to the Client.

Contracts Director

Responsible for the day to day operations and overall control of the Contracts Department.

Contract Managers

The Contract Managers are responsible for the day to day operation of individual contracts delegated to them by the Contracts Director. Their responsibilities include the organisation of drawing work, procurement of plant and equipment, sub-contract services and the requisition of the same for Purchasing. Labour requirements are provided in conjunction with the Contracts Director.

Design Draughtsperson

The Design Draughtspersons are responsible for the day to day operation of the drawing office. Projects are delegated to the draughtsperson who will then interface with the Main

Contractor and the Contracts Manager regarding priorities, drawings, programming and distribution.

Site Operatives

Report to the individual Contract Manager and are skilled in differing trades. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

4. ORGANISATION (cont)

4.2 Responsibility and Authority (cont)

Kershaw Contracting Services Limited

Managing Director

Responsible for day to day management and operations of Kershaw Contracting Services Limited, receiving input from Directors and Managers, with responsibility for all operations and overall control of all activities with direct management of Insulation and the Sales and Marketing functions. He is also responsible for the correct administration of all contract documentation for the Company. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

Operations Director

Responsible for the day to day operations and overall control of Warmfront, Heating and Asbestos divisions of Kershaw Contracting Services Limited. Also responsible for managing the health & safety for the company, and resolving contractual issues and customer complaints should they arise. The Managers of each of the listed divisions report directly to the Operations Director. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

Buyer

The Buyer has the responsibility for the day to day operation of the buying processes. This post reports to the Managing Director and is responsible for the purchasing of materials requisitioned by KCS. (At this time KCS do not employ a Buyer. These tasks are undertaken by various individuals as per the Operating Procedure Flow Chart)

Heating Division

Domestic Heating Division General Manager

Responsible for day to day operations and overall control of the Heating Division. The Heating Division staff report directly to the Heating Division Manager. Specific Environmental responsibility and roles are further defined within [Operating Procedure 14.](#)

(At this time KCS do not employ a Heating Division General Manager. The remaining staff report direct to the Operations Director).

Contract Support Administrator

Reporting to the Operations Director, the Company Support Administrator is responsible for the day to day administration functions including the day to day administration of the Quality & Environmental Management Systems., participating in a subordinate role in inspection processes.

Estimator surveyor

The Estimator is responsible to both the Operations Director and the Sales Director for the day to day operation of the estimating function. The Estimator organises and prepares the estimates in accordance with set targets which are then passed to the Managing Director for consideration and approval.

4. ORGANISATION(cont)

4.2 Responsibility and Authority (cont) Sales/Surveyor

(At this time KCS do not employ a Sales/Surveyor)

Contracts Manager

The Contract Managers report to the Operations Director. They are responsible for the day to day work and management of their specific contracts. Their responsibilities include the organisation of day to day work, site start up packs, adherence to site health & safety policies and procedures, the management of required procurement of plant and equipment and sub-contract services and the requisitioning of the same for Purchasing. Labour requirements are discussed and agreed with the Operations Director.

Contracts Supervisor

Individuals who have progressed through trade apprenticeships and gained substantial experience on a wide variety of contracts. Their responsibilities include the organisation of labour on a day to day basis at site level, reporting to the individual Contract Manager as often as required to ensure the satisfactory progress and continuance of their individual contract.

A Contracts Supervisor will often be based on site from its commencement until completion of commissioning and is responsible for checking work carried out as part of in-process and final inspection procedures.

Direct Employed and Sub Contract teams

Direct Employed and Sub Contract Teams carry out the installation work as advised by their Manager / Supervisor and participate in a subordinate role in the inspection processes.

Insulation Division Loft/ new build Manager

The Manager reports to the Managing Director. They are responsible for the day to day work and management of their specific services. Their responsibilities include site surveys, estimating and production of all client quotations. Together with the organisation of day to day work, site start up packs,

adherence to site health & safety policies and procedures, the management of required procurement of plant and equipment and sub-contract services and the requisitioning of the same for Purchasing.

Specific environmental responsibilities and roles are further defined with [Operating Procedure 14.e 14.](#)

Cavity/ Urethane Manager

The Manager reports to the Managing Director. They are responsible for the day to day work and management of their specific services.

Their responsibilities include site surveys, estimating and production of all client quotations. Together with the organisation of day to day work, site start up packs, adherence to site health & safety policies and procedures, the management of required procurement of plant and

4. **ORGANISATION** (cont)

4.2 **Responsibility and Authority** (cont)

equipment and sub-contract services and the requisitioning of the same for Purchasing.

Specific environmental responsibilities and roles are further defined with [Operating Procedure 14.](#)

Loft / New Build Surveyor / Estimator

The Estimator is responsible to the Loft/ New Build Insulation Manager for the day to day operation of the estimating function. The Estimator organises and prepares the estimates in accordance with set targets which are then passed to the Department Manager for consideration and approval. (Should any estimate within the whole Insulation Department exceed or vary from the base guidelines set. These estimates / quotes are passed to the Managing Director for the final approval).

Site Supervisors

Individuals who have progressed through trade apprenticeships and gained substantial experience on a wide variety of contracts. Their responsibilities include the organisation of labour on a day to day basis at site level, reporting to the individual department Manager as often as required to ensure the satisfactory progress and continuance of their individual contract.

A Contracts Supervisor may be based on site from its commencement until completion of commissioning and is responsible for checking work carried out as part of in-process and final inspection procedures.

Direct Employed Teams

Direct Employed and Sub Contract Teams carry out the installation work as advised by their Manager/Supervisor and participate in a subordinate role in the inspection processes.

Sales & Marketing Division

Sales Director

Reporting to the Managing Director, the Sales Director has the overall responsible for the day to day management of the sales and estimating functions throughout the whole Company, contract liaison and for the submission of the tender to the Client. In addition the Sales Director is involved in contract negotiation and contract review as well as in resolving client complaints, should they arise. Specific environmental responsibilities and roles are further defined with [Operating Procedure 14](#).

Insulation Sales & Est/EAGA Liaison Manager

Reporting to the Sales Director, the Insulation & Estimating, and EAGA Liaison Manager is responsible for the day to day management of these sales and estimating functions, contract liaison and for the submission of the tender to the Client. In addition the Manager is involved in contract negotiation and contract review as well as in resolving client complaints, should they arise.

4. ORGANISATION (cont)

4.2 Responsibility and Authority (cont)

Insulation Sales / Survey Manager

Reporting to the Insulation Sales & Estimating Manager. The Sales/Surveying Manager is responsible for the day to day management of the Standard Insulation sales, surveys and estimating within this particular Insulation department services. In addition the Manager is involved in contract negotiation and contract review as well as resolving client complaints, should they be requested to do so by his line manager.

Company Sales Administrator

Reporting to the Sales Director, the Company Sales Administrator is responsible for the preparation of client approval questionnaires, day to day administration functions including the administration required in maintaining accreditations, participating in a subordinate role in inspection processes.

Erith

Asbestos Removal Sales

This role is dealt with under the Asbestos Division responsibility below.

Asbestos Removal Division & Warmfront satellite operations (Erith)

General Manager & Sales (Erith)

Reports to both the Managing Director and Operations Director within their specific roles. Responsible for the day to day operations and overall control of the Asbestos Removal and Encapsulation Division together with direct control over the depots Warmfront services. The Divisions staff report directly to the General Manager. Specific environmental responsibilities and roles are further defined with [Operating Procedure 14](#).

Technical Sales Estimator - Asbestos Removal (Erith)

Responsible to both the Asbestos General Manager and the Sales Director for the day to day operations of the estimating functions. The Technical Estimator organizes and prepares estimates in accordance with set targets which are then passed to the General Manager for consideration and approval.

(Should any estimate be required to exceed or vary extensively from the base guidelines set, these should be passed to the Managing Director for final approval).

Contract Manager - Asbestos Removal (Erith)

The Contract Managers report to the General Manager. They are responsible for the day to day work and management of their specific contracts.

Their responsibilities include the organisation of day to day work, site start up packs, adherence to site health & safety policies and procedures, the management of required procurement of plant and equipment and sub-contract services and the requisitioning of the same for Purchasing. Labour requirements are discussed and agreed with the General Manager.

4. ORGANISATION (cont)

4.2 Responsibility and Authority (cont)

Surveyor / Administration Manager - Asbestos Removal (Erith)

Responsible to the Asbestos General Manager in all aspects of the day to day surveying and administration of the Asbestos Division and its associated services. In addition the Surveyor / Administration Manager is involved in contract negotiations and contract review as well as resolving client complaints.

Warmfront Contract Manager (Erith)

Responsible to both the Erith General Manager and Cottenham Warmfront Operations Manager for the day to day running of their specific contracts. Their responsibilities include the organization of the day to day, site start up packs, adherence to site Health & Safety policies and procedures, the management of required procurement of plant & equipment, sub-contract services and the requisitioning of the same for purchasing via the systems set within the Warmfront operations. Labour requirements are discussed and agreed with the General Manager. In addition the Manager is involved in resolving client complaints and liaising directly with the Warmfront Administration contract services based at Cottenham. From time to time and subject to work conditions this Manager helps out on the Asbestos side of the depots business as and when instructed by the General Manager.

Warmfront Supervisor (Erith)

Individuals who have progressed through trade apprenticeships and gained substantial experience on a wide variety of contracts. Their responsibilities include the organisation of labour on a day to day basis at site level, reporting to the General Manager as often as required to ensure the satisfactory progress and continuance of their individual contract.

A Contracts Supervisor may be based on site from its commencement until completion of commissioning and is responsible for checking work carried out as part of in-process and final inspection procedures.

Direct Employed & Sub contract teams

Direct Employed and Sub Contract Teams carry out the installation work as advised by their Manager/Supervisor and participate in a subordinate role in the inspection processes.

Warmfront Division Warmfront Operation Manager

Reporting to the Operations Director and responsible for the day to day operations and overall control of the work and services given by this division. The duties include the organisation of all works undertaken both productively and safely from both the Cottenham and Erith Depots, from receipt of order to completion / payment and all that entails. The Administration Manager, Contracts / Technical Support Manager, Erith / Contracts Manager, Supervisory and Surveyors all report to the Operations Manager. Specific environmental responsibilities and roles are further defined with [Operating Procedure 14](#).

4. ORGANISATION (cont)

4.2 Responsibility and Authority (cont)

Warmfront Administration Manager

Reporting to the Warmfront Operations Manager. Responsible for the full administrative duties of all works and services undertaken by the Division (as itemized, but not exclusive to, the Operating Procedures Flow Chart for the Warmfront Division). All other Warmfront Contract support personnel report directly to the Warmfront Administration Manager.

Warmfront Contracts Technical Support Manager

Reporting to the Warmfront Operations Manager. Responsible for all works to be undertaken in a timely fashion and within the Health & Safety procedures set down. Their technical role will include, but not exclusive to, taking telephone calls from clients and operatives. Advising on any technical queries and installation problems that may occur or be a problem. Interviewing potential subordinates making sure that they have the full qualification to undertake work to the relevant criteria set by the contract conditions. (all as itemized within the Operating Procedure Flow Chart for the Division).

Warmfront Supervisors / Surveyors

Reporting to the Warmfront Operations Manager. Responsible for surveying new works and inspecting completed work. They will also carry out spot check on works in progress and advise the installers of any change in working practices all in line with the current legislation.

Warmfront Contract Administration Support

Reporting to the Warmfront Administration Manager. Responsible for various administrative tasks as set down,

but not exclusive to, the Operating Procedures Flow Chart for the Division.

Direct Employed and Sub-Contract Teams.

Direct Employed and Sub Contract Teams carry out the installation work as advised by their Manager/Supervisor and participate in a subordinate role in the inspection processes.

4.3 Management Representative

The Directors of each company act as the Management Representative with the authority and the responsibility to implement, maintain and where needed improve the Quality & Environmental Systems in accordance with the requirements of ISO9001:2000 and ISO14001:2004 and individual customer requirements, promoting awareness of all aspects of the quality and environmental systems throughout the company and with its suppliers and sub-contractors.

4. ORGANISATION (cont)

4.4 RESOURCES

4.4.1 Human Resources

The Company has identified and provides adequate trained resources, for management, operation and verification activities including internal audits to implement and maintain the Quality & Environmental Management Systems. The Company Training Records detail the competence of the individual employee by recording training, skills, experience and quality and environmental awareness. Periodically the skill requirement of the Company at all levels is reviewed by Management to identify any needs for further training.

4.4.2 Infrastructure

The Company provides and maintains the necessary infrastructure, buildings, process equipment, computer networking, hardware and software and transport facilities to achieve its objectives.

The Company operates controls which assure the integrity of all inspection, measuring and test equipment which can affect product or operational quality.

4.4.3 Suppliers

It is the normal practice of the Company to ensure that all materials, components, equipment or services purchased by the Company conform to specified requirements and meet with its environmental objectives. The Company aims to establish

relationships with approved suppliers to improve efficiency to our mutual benefit.

4.5 INTERNAL COMMUNICATIONS

All employees are made aware of the Management Systems and can submit their suggested changes for improvement to the Quality and Environmental Co-ordinator.

Management Review Meetings are held individually by Kershaw Mechanical Services Limited, T R Freeman Limited and Kershaw Contracting Services Limited at yearly intervals to consider the effectiveness of the Quality and Environmental Systems as demonstrated by the Internal System Audits and other pertinent records including customer feedback. In addition, a joint review of the Systems is undertaken annually to establish whether the systems continue to conform to the requirements of the international standards and whether any actions could be taken to improve the overall effectiveness and suitability of the systems.

Monthly Contract Office meetings are held where quality and environmental issues are also discussed.

All meetings are formally minuted for distribution to all relevant parties. In addition, the MRM minutes are displayed on the Company noticeboard for access to all employees.

4.6 EXTERNAL COMMUNICATIONS

The company has an Environmental Aspects & Impacts Register, and is available on request for organised external groups or interested parties.

5. PROCEDURES

5.1 Operating Procedures are issued in accordance with KMS, TRF and KCS Management Systems and are located where required.

In addition, associated Work Instructions are issued to define particular activities.

5.2 Company Operating Procedures

- 1) [KMS, KCS & TRF Quality & Environmental Management System](#)
- 2) [KMS Sales Control & Contract Review Control](#)
- 3) [TRF Control of Sales, Contracts & Site Operations](#)
- 4) [KMS Design Control](#)
- 5) [KMS Purchasing & Supplier Approval](#)
- 6) [TRF Purchasing & Supplier Approval](#)
- 7) [KMS & TRF Process Control \(Workshop\)](#)
- 8) [KMS Site Operations](#)
- 9A [KMS Local Services Operations - Quotations](#)
- 9B [KMS Local Services Operations - Tenders & New Clients](#)

- 9C [KMS Local Services Operations - Variations](#)
- 9D [KMS Local Services Operations - Planned Preventative Maintenance](#).
- 10) [KMS, KCS & TRF Calibration \(includes Work Instruction\)](#)
- 11) [TRF Design Control](#)
- 12) [KMS Drawing Office Control](#)
- 12A [TRF Drawing Office Control](#)
- 13) [KMS Variation Control](#)
- 14) [KMS, KCS & TRF Environmental Management Systems](#)
- 15) [KMS, KCS & TRF Site Emergency Response Plan](#)
- 16) [KCS Asbestos Division Process Control](#)
- 17) [KCS Insulation & Heating Controls - New Enquiries](#)
- 18) [KCS Insulation & Heating Controls - Ongoing Contracts](#)
- 19) [KCS Warmfront Division Process Control](#)
- 20) KCS Purchasing & Supplier Approval [\(Part 1\)](#) [\(Part 2\)](#)
[\(Part 3\)](#)
- 21) [KCS Contracts Variation Control](#)
- 22) [KCS First Aid Kit Procedure](#)
- 23) [Standard Procedures for Asbestos Removal](#)