This Integrated Management System is made in accordance with DS/EN ISO 9001:2015, DS/EN ISO 14001:2015, OHSAS 18001:2007, DS 49001:2011 requirements and with requirements for authorised electrical installation companies according to Danish, Norwegian, Swedish and Polish norms and regulations.
Contents
1. Introduction .................................................................................................................................................. 3
2. Mission and vision ....................................................................................................................................... 5
3. Quality policy & goals .................................................................................................................................. 8
4. Environmental policy & goals .................................................................................................................... 11
5. Health & Safety policy & goals .................................................................................................................. 13
6. Corporate Social Responsibility policy & goals ........................................................................................ 15
7. Management .............................................................................................................................................. 16
8. Risk Assessment - Hazard Control ........................................................................................................... 18
9. Delegation .................................................................................................................................................. 20
10. The Integrated Management System ....................................................................................................... 21
11. Management of resources ........................................................................................................................ 23
12. Service realisation ..................................................................................................................................... 25
13. Instruction and supervision ....................................................................................................................... 32
14. Measuring and analysis, control of records and documents ....................................................................... 33
15. Procedures in case of a defect, control of corrective and preventive action ............................................... 35
16. Enclosures .................................................................................................................................................. 37

Definitions and abbreviations

- **IMS** Integrated Management System
- **CME / CMEs** “Chief Managing Engineer” or “Chief Managing Engineers” defines the following individuals or the group of individuals:
  - Technical Responsible Person
  - Senior Operations Manager
  - The Key Account Engineer/s
- **BIC group** consists of:
  - BIC Electric Sp. z o.o.,
  - Baltic Industries & Consulting A/S,
  - BIC Electric Danmark ApS,
  - BIC Electric Norge AS
1. Introduction

The BIC group consists of BIC Electric Sp. z o.o., Baltic Industries & Consulting A/S, BIC Electric Danmark ApS, BIC Electric Norge AS.

**BIC Electric Sp. z o.o.** is registered as a type 2.3 company in accordance with the guidelines from the Danish Safety Technology Authority, regarding KLS Integrated Management System.

BIC Electric Sp. z o.o. Polish tax identification number: NIP/VAT: 852 24 25 145

The company’s Danish tax identification number: SE/VAT: 12 32 25 50

Danish electrical contractor’s authorization granted to the company: EFUL-11374

Electrical authorisations granted to: Wojciech Dziemecki:

- Danish electrical authorisation no.: 4-18912
- Swedish electrical authorisation: Almän Behörighet no.: 9999100116
- Norwegian approval as electrical contractor ref.: 2011/7038/WITH
- Polish electrical authorisation no.: 673/D1/20/2016

**BIC Electric Danmark ApS** is registered as a type 2.3 company in accordance with the guidelines from the Danish Safety Technology Authority, regarding KLS Integrated Management System.

BIC Electric Danmark ApS Danish tax identification number: CVR/VAT: 32 34 30 23

Danish electrical contractor’s authorization granted to the company: EFUL-10741

Danish Electrical authorisations granted to: Sebastian Placewicz:

- Danish electrical authorisation no.: 4-22130

**Baltic Industries & Consulting A/S** Danish tax identification number: CVR/VAT: 32 15 32 08

**BIC Electric Norge AS** Norwegian organisation number / VAT: 911 854 600

Norwegian electrical contractor’s company ID: 100924

The BIC group has introduced the Integrated Management System in accordance with the DS/EN ISO 9001:2015, DS/EN ISO 14001:2015, OHSAS 18001:2007, DS 49001:2011 standards and with guidelines from the Danish Safety Technology Authority (KLS – Kvalitetsledelsessystem), which implies that procedures have been established and instructions have been issued in regard to work connected to the electrical installations and systems, machines and equipment, and that operating procedures have been decided upon.

The Integrated Management System specifies requirements for a quality, environment, occupational health and safety management and CSR system in which the BIC group:

- needs to demonstrate its ability to consistently provide services that meet customer and applicable statutory and regulatory requirements,
- aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements,
- strives to reduce its environmental footprint in all operations, and
- is able to create a safe and healthy workplace for every employee.

The Integrated Management System’s main purpose is to guarantee that:
• The BIC group is a competent subcontractor as International technical service provider of Electrical and Mechanical Installation, Commissioning and Maintenance

• All tasks involving the installations are performed with highest possible care and attention - in accordance with quality, environmental and safety rules and regulations,

• The completed installations will live up to the technological requirements of the Danish, Swedish and Norwegian rules for electrical low voltage installations according to the European norm EN60364 and national standards: the Danish National Electrical Code Standard (Stærkstrømbekendtgørelsen\(^1\)) chapter 6, the Swedish National Electrical Code Standard SS 4364000:2009, the Norwegian National Electrical Code Standard NEK400:2014 and the Polish National Electrical Code Standard PN-IEC 60364,

• The BIC group’s environmental policy is appropriate to the nature, scale and environmental impacts of its activities and services,

• The BIC group’s health and safety policy is in accordance with all applicable rules, regulations and the Polish Occupational Health and Safety norms PN-N-18001:2004 and PN-N-18002:2000,

• The BIC group’s CSR policy is in accordance with all applicable rules, regulations and DS 49001:2011 standard.

The purpose of the BIC group and its ambition is to be able to provide services, which are superior, are technologically superb and constitute an important part of the state-of-the-art technology within:

• Industrial Automation
• Industry & Buildings
• Oil & Gas
• Wind Power

The Integrated Management System has been accepted by the CEO of the company and by the Technical Responsible Person and has been used from 01.07.2010.

The Integrated Management System has been revised in June 2016.

\(^{1}\) The Danish National Electrical Code Standard exists only in Danish.
2. Mission and vision

Mission
The BIC group has the competences necessary to run a multi-lingual and multi-cultural organisation with knowledge about European industry, labour market and essential technical skills.

BIC Electric Sp. z o.o. has its office in Szczecin (Poland) from where all activities are managed. For the Norwegian market, an associate company BIC Electric Norge AS with an office in Oslo, Norway has been established. BIC Electric Danmark ApS is mainly responsible for projects in Denmark.

The picture below illustrates the best our business scope and areas where we are operating:

Business scope:
The primary focus area:
- To work as a competent subcontractor who provides electrical and mechanical assembly, installations, commissioning and maintenance.

Secondary focus area:
- Consulting services.
Customer scope:
- Industrial automation,
- Industry & buildings,
- Oil & gas,
- Wind power.

Place for doing the contracting:
All over the world.

We do not want to:
- purchase components and materials, with the exception of:
  - In Poland for service projects we will purchase, if the customer requires full delivery,
  - In special cases for Danish projects we will consider purchase, if the customer requires full delivery, but we do not want to build up any stock of components or materials at all,
- do design,
- sell to end-users.

Scope of the IMS:
Exclusion from the ISO 9001 requirements:
- The designing described in p. 7.3 in EN ISO 9001 is excluded from our IMS.

Vision

Our group’s good reputation is a result of the tradition of high integrity, good conduct, dedication, and unbiased technical excellence of the people who work here and are fundamental to our success. Our continued ability to successfully compete in our marketplace greatly depends on our employees’ understanding and support of these qualities.

Our vision is to be the preferred supplier of electrical or mechanical assembly and commissioning. Consistent with our vision our Group is dedicated to provide services with emphasis on high quality, flexibility, increased effectiveness, reliability and environmentally friendly processes.

We strive towards fulfilment of our vision by relying on our values. By acting in accordance with our values in working towards our goals, we earn the trust of our customers, business partners, co-workers, suppliers, employees and the communities where we live and work.

In order to strengthen compliance and good corporate governance in a broader sense the BIC group, as part of its Corporate Social Responsibility Policy, launches the Code of Conduct.

Our group is committed to sustainability. This includes respect for universally recognised principles on human rights including labour rights, the environment, and anti-corruption. Therefore, we seek to ensure that our own group together with our customers and suppliers operate in accordance with the requirements of the enclosed Code of Conduct.
Besides of that, we want to be the trendsetter in our sector in giving the additional value to all our stakeholders. We aim to promote Corporate Social Responsibility culture among our employees, customers, suppliers and society.

Core Competences

• HR (especially labour law across borders and working according to all rules and regulations)
• Project management
• HSEQ management
• Sales and marketing

We aim to have in the company all competences and certificates needed to make full-size low voltage electrical installations, mechanical installations and commissioning of buildings and on machinery. Each of those certificates and competences shall be shared by at least 2 persons in the company.

Core Values

• Loyalty
• Honesty
• Quality
• Flexibility

- towards our colleagues, the customers, the suppliers, the society and the company

Smoking policy

Smoking at work is not accepted

• Breaks for the purpose of smoking (smoking breaks) within working time are not accepted.
• Smoking inside and outside the address of a workplace / our offices is not accepted. If people want to smoke before or after work they shall leave the working address (building and area outside belonging to it).
3. Quality policy & goals

The BIC group offers its customers high quality electrical and industrial installation assembly and commissioning all over the world.

Our overall quality objectives include being regarded as a:
- well-established and sound as well as an enterprising company,
- reliable and credible supplier,
- solid and credible customer,
- good and developing place of work with satisfied staff, and
- serious competitor.

To achieve this, the following shall be in order:
- we shall meet the needs and requirements as well as realistic expectations of our customers,
- we shall observe agreements made,
- the services supplied shall have the quality expected,
- authority requirements are to be met,
- we shall do the right thing the first time,
- service shall be performed at the time most convenient to our customer,
- we shall have well-trained, motivated staff,
- our staff shall behave in a polite and correct manner,
- we shall have the Integrated Management System defining responsibilities and competences, and
- we shall make continuous improvements on objectives/targets.

ISO 9001, ISO 14001, OHSAS 18001, DS 49001 and Danish, Norwegian, Swedish and Polish norms and regulations are the basic guidelines of the Integrated Management System for the BIC group.

To ensure that the right quality is integrated in our services, the particular staff member must know and meet procedures identified.

The management group will see to it that the particular staff member will have the prerequisites and qualifications required to do his/her job, including those of knowing his/her responsibilities and authorities.

The management group shall identify requirements for resources and arrange for suitable resources, including allocation of educated/trained staff for management and performance of the work. The management group will regularly evaluate the continued suitability/applicability and effectiveness of the Integrated Management System with a view to initiating improvements.

Procurement  

We will aim to establish good partner connections with major/important suppliers to ensure the quality and the reliability of supply of services needed.

We shall use only such suppliers who will continuously be capable of meeting our expectations and requirements. A thorough, careful evaluation and continuous reassessment of supplier suitability and willingness to cooperate shall thus be conducted.
We need a minimum of two suppliers wherever possible.

Important cooperation with suppliers, such as outsourcing of activities, shall be agreed in writing and then maintained continuously.

Sales We shall meet customer requirements and realistic expectations.

Any faults and deficiencies of our services shall be remedied as soon as possible and so that the drawbacks will be of minimum inconvenience to our customers.

Complaints Claims are to be dealt with in a correct and serious manner immediately after they have been communicated by the customer.

Services/Installations Since our services are customer specific, our assembly shall either be based on the availability of the necessary customer requirement specification or approved documentation prepared by the customer.

Order processing shall be timely so that our service can be run at minimum costs.

Only such labour shall be used as has been subjected to training before they do any specific jobs on their own.

Finance We shall have well-functioning accounting providing a true and fair view, giving us updated figures for earnings, costs, and budgets.

Staff The individual staff member is responsible for the quality of own work and must always check the quality of accomplished own work.

All jobs shall be filled by persons having relevant education/training so that the particular job can be performed satisfactorily, and so as to keep up the motivation of the particular employee and satisfy his/her ambitions.

A corporate culture delegating responsibilities and authorities to the individual staff member shall be established and maintained.

All staff shall be encouraged to give ideas for improvement.

Relevant training and educational activities shall be planned for the staff having needs in relation to assignments given.

There shall be an information level which will appeal to the staff.

Everyone in BIC group has to know and follow the Code of Conduct.
Quality Goals

Sales

Our customer satisfaction level should be at least / not less than 90% satisfied customers.

We measure customer satisfaction (Enclosure 13: “Customer satisfaction survey” and Enclosure 14: “Customer satisfaction evaluation”) and we evaluate it at review meetings of the Integrated Management System.

Survey consists of questions with multiple choice answers ranging from 1 – 4, where 1 is Very Poor and 4 is Very Good. The definition of a satisfied customer is the average of all answers being 2.8 or higher. Thus, to reach our goal 90% of the answered surveys must have an average score of 2.8 or higher.

In all cases when a single question gets a score of 2 (Poor) or less, the Senior Operations Manager will address the customer and clarify the issue, to make sure we solve the problem or improve for next time.

Services/Installations

Times of delivery shall be met. Our customers shall be informed if we cannot deliver on time. The services supplied shall be faultless to specified test procedure.

Invoicing

Invoicing must be performed no later than six working days upon delivery.

Staff

Wherever possible, a minimum of two persons per job on-site must have been educated and trained.
4. Environmental policy & goals

At the BIC group we are committed to the implementation of proactive measures to help protect and sustain the environment for future generations.

We recognise the impact of our operations on the environment and aim to minimise any detrimental effects that may occur.

By working together, we can contribute to making a cleaner and safer environment and ensure environmental issues remain a focal point and receive proper attention.

In delivering our commitment we will:

- comply with relevant environmental legislation and take a proactive approach to future requirements and obligations,
- seek to conserve natural resources through the responsible use of energy, water and materials but also maintaining the quality of service expected by our customers,
- monitor performance and aim for continued improvement by reducing, re-using and recycling in areas such as energy consumption, reduction of waste materials and water consumption,
- work with suppliers who have compatible policies for managing their impact on the environment.

Examples of everyday actions:

- Recycling of ....
  - paper, glass, plastic, toner cartridges, fluorescent tubes, batteries, etc.
  - waste compacted to reduce number of collections

- Utilisation of ....
  - chemicals and other dangerous substances used on the projects and in the offices owned by BIC group

- Saving energy by ....
  - use of low energy light bulbs and fluorescent tubes
  - turning off all electrical equipment after work is done and during the brakes – this includes all electrical tools on the sides and all electrical office equipment

- Reduction of ....
  - fuel consumption by reducing the number of necessary trips and by increasing the number of workers travelling in one car

When choosing future facilities for the company we will take environmental aspects and sustainability into account as much a location and price.

Environmental goals
The main impact on the environment caused by the BIC group is from transportation of people in the cars. Therefore, the management group considered it the most important environmental aspect. We want to reduce our pollution by the reducing the number of trips or by training the staff in eco driving rules.

Each travel is registered in the system, so we will know exactly how many trips were made or how many people were in the cars, and we can evaluate this information.

Transport of people

In travels between Poland and the project sites our goal is to have on average 3.0 persons in a car.

In all cases first should be evaluated the need of travel – maybe it is better to use video-conference system or skype.

In the case of one-person-projects, our goal is to use a public transport in 50% of these cases.

The BIC group has decided to train 10% of the staff in eco driving rules each year.

If the customer provides on-site vehicles, transportation of people will be by plane, train or ferry.

Electricity

The machines and facilities of the company must be used properly as specified and turned off when not in use.

Other

When at all possible, all equipment and supplies should be chosen from which has the best energy / environmental labelling.

New company cars should be A/B energy class with so called eco tires, minimising the use of fuel.

New cloud-based archive system should be implemented in order to reduce consumption of paper.

We do not accept suppliers if their score in environmental part of supplier evaluation is less than 3.
5. Health & Safety policy & goals

The BIC group recognizes that the occupational health and safety is an integral part of its management function. The organisation views these as a primary responsibility and to be the key to good business in adopting appropriate health and safety standards. The health and safety policy calls for continuous improvement in its health and safety management activities and business.

To achieve this, BIC Group will do the following:

- comply with all applicable laws and regulations,
- follow a concept of continuous improvement and make best use of its management resources in all matters of health and safety,
- communicate its objectives and its performance against these objectives throughout the organisation and to interested parties,
- take due care to ensure that activities are safe for employees, associates and subcontractors and others who come into contact with our work,
- work closely with our customers and suppliers to establish the highest health and safety standards,
- adopt a forward-looking view on future business decisions that may have health and safety consequences,
- train our staff in the needs and responsibilities of health and safety management, and
- support those who refuse to undertake work on the grounds of health and safety.

Occupational health should aim at:

- the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations,
- the prevention amongst workers of departures from health caused by their working conditions,
- the protection of workers in their employment from risks resulting from factors adverse to health,
- the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities,
- and, to summarize, the adaptation of work to man and of each man to his job.

Health and Safety goals

System

Maintain Health & Safety System in accordance with OHSAS 18001:2007 and continuous improvement of it.

Safety

Our safety goal is zero injuries and zero fatalities. We will register and evaluate all incident or accidents. Once a year during the Management Review we evaluate the safety statics and determine TRIF level for next year.

Safety Culture

We recognise that to achieve our goal of eliminating all injuries and illnesses, we must create a culture of safety awareness. By offering Team Leaders meetings and other training focused on developing positive behaviour, we have made affirmative steps towards such a culture. If all employees express and focus on such behaviour/attitude towards safety it will spread throughout the rest of the organisation and become a part of the culture.
We send out information about Health & Safety issues regularly using our newsletter (the Safety Corner).

Training

Undertake training and actively motivate all our people to work in a safe and responsible manner.

Our occupational health strategy focuses on three key areas:

Health, well-being & performance – where our goals are to:

- promote the health of our employees, which brings both individual and business benefits,
- promote mental well-being and resilience.

Prevention of occupational ill-health – where we aim to:

- prevent work-related illness and occupational diseases,
- ensure good ergonomics at the workplace.

Travel-related activities, where we:

- provide advice about safe and ecological ways for traveling.
6. Corporate Social Responsibility policy & goals

BIC group believes in conducting business in a manner which achieves sustainable growth whilst demonstrating a high degree of social responsibility. We believe that this approach creates a source of competitive advantage for our business.

Our responsibility encompasses interaction with:

- Our marketplace
- Our environment
- Our community
- Our people

Demonstrating our commitment to Corporate Social Responsibility we aim to align our business values, purpose and strategy with the social and economic needs of our stakeholders, whilst embedding responsible and ethical business policies and practices in everything we do.

By working together with our stakeholders and embracing CSR, BIC group opens doors to new markets, opportunities and relationships, increasing competitiveness and profitability and demonstrating our continued commitment to sustainable development.

Corporate Social Responsibility goals

BIC group is committed to the following CSR principles:

- We manage our business with pride and integrity,
- We develop, implement and comply with the Code of Conduct,
- We are committed to full legal compliance in all we do,
- We encourage the use only trusted suppliers in our supply chain,
- We aim to provide a safe, fulfilling and rewarding career for all our employees,
- We aim to take a part in community programmes which support our brand values and further promote recognition as an active contributor to local charity and community development,
- We actively assess and manage the environmental impact of our operations.

We benchmark and evaluate what we do in order to improve our CSR performance:

- During the Management Review we always evaluate our CSR targets for current year and determine targets and projects for the next year,
- During quarterly IMS audits we evaluate results of our projects, progress in developing and integrating CSR standards within the organization,
- We check CSR awareness during internal audits,
- Information about our policy, projects and targets could be find on our webpage and is published in our newsletter on regular basis.
7. Management

The daily management in the BIC group is handled by the directors and managers (management group) as illustrated in the organisation plan (Enclosure 1: “Management and organisation plan”). In case of absence, responsibilities and authorities shall pass to the immediate superior manager.

Management Commitment

The BIC group management will manifest its commitment to the Integrated Management System by:

• communicating to the staff how important meeting customer requirements as well as authority requirements and own requirements is,
• defining our quality, environmental, health and safety policy,
• identifying measurable quality, environmental, health and safety targets related to relevant functions and at relevant levels at BIC group, including meeting of customer requirements,
• implementing the evaluation by the management,
• ensuring that adequate resources be available,
• ensuring that customer requirements be identified and met with a view to enhancing customer satisfaction,
• participating in the planning of the Integrated Management System,
• ensuring that the integrity of the Integrated Management System be maintained by making changes in that system,
• ensuring that responsibilities and authorities be defined and communicated internally within the BIC group, and
• ensuring that appropriate communication processes be established within the BIC group.

The BIC group management shall ensure that our policies:

• be appropriate for the BIC group purposes,
• cover a commitment to meeting requirements and to continue improving the effectiveness of the Integrated Management System,
• create a framework for identifying and reviewing all targets,
• be communicated to and be understood by everybody at the BIC group, and
• be reviewed with a view to continued suitability.

All BIC group Staff

Responsibilities

• maintaining and checking the quality of own work,
• complying with current procedures and instructions,
• informing immediate superior on matters which may impair the quality, or on proposals which may improve the quality,
• leaving the workplace clean and tidy at the end of every working day,
• keeping order in own toolbox,
• being responsible for the tools and equipment: keeping them in good shape and arranging for replacement in case some of them get damaged,
• bringing all necessary equipment for the project: tools, working clothes, safety equipment,
• keeping order in company cars and informing immediately in case there is need for repair or service,
• informing about holiday plans in good time (at least 2 weeks in advance),
• delivering all documents in good time: time sheets, travel forms, expense forms, kilometers, etc.,
• complying with the safety policy, site health and safety plan, and risk assessments of BIC group,
• cooperating with both managers and customers and following instructions,
• using the appropriate equipment for the job and not misusing it,
• keeping equipment in good condition and reporting defects,
• reporting any accident, dangerous occurrence, ill health or condition to the safety coordinator or the appointed responsible person,
• taking all reasonable steps to ensure own and others’ safety,
• avoiding improvised arrangements and suggesting safe ways of reducing risks,
• observing all warning notices and following instructions,
• not interfering with or misusing anything provided to them in the interests of health and safety,
• reporting defective equipment to the Authorized Person or the appointed responsible person and not using it until it is repaired, and
• informing the Top Management if they suffer from any allergies, health problems or are receiving medication likely to affect their ability to do normal working tasks.

Authorities
• each staff member shall be authorised to stop own work if suspecting or finding quality, environmental or health and safety problems.
8. Risk Assessment - Hazard Control

The BIC group management is responsible for preparing the risk analysis where they identify and evaluate all the risks and prepare the solution to minimized negative impact of them. The analysis should include:

- **Physical Risks**
  Building risks are the most common type of physical risk. Fire or explosions are the most common risk to a building. A plan should be created and implemented to handle the immediate effects of these risks. Hazardous material spills or accidents also occur with some regularity. People who work with these materials should be properly equipped and trained to handle these materials safely.

- **Location Risks**
  Among the hazards facing the location of our activities are nearby fires, storm damage, floods, hurricane or tornado, earthquake and other natural disasters. Terrorist threats should be considered also. The Employees should be familiar with that kind of risks.

- **Human Risks**
  Alcoholism and drug abuse are major risks to personnel in the work force. Employees suffering from these conditions should be urged to seek treatment, counseling and rehabilitation if necessary. Protecting against embezzlement, theft and fraud may be difficult, but these are crimes which occur frequently in the workplace. A system of double checking all invoices and payables verification will prevent embezzlement and fraud. Stringent accounting procedures will discover embezzlement or fraud. A thorough background checks before hiring personnel can uncover previous offenses in the applicant’s past.
  Sickness among the work force is inevitable and is always a problem. To prevent loss of productivity, the BIC group will try to assign and train backup personnel to handle the work of critical employees when they are absent due to illness.

- **Technology Risks**
  Offline and online data back-up systems should be used to protect critical documents.

- **Financial Risks**
  Before signing any contracts, we should try to check financial status of customer or supplier. Critical customers and suppliers that show indications of financial or operational stress should be put on a “supplier watch list” for intense monitoring and possible mitigation actions.

After the risks have been identified, they must be prioritized in accordance with assessment of their probability of occurring.

Insurance is a principle safeguard in managing risk, and many risks are insurable. The BIC group management decides about what kind of risks should be insured. When insuring against potential risks, never assume a best-case scenario. Even if employees have worked for years with no problems and their service has been exemplary, insurance against employee error may be a necessity.

The best risk insurance is prevention. Preventing the many risks from occurring in our business is best achieved through employee training, background checks, safety checks, equipment maintenance, and maintenance of the physical premises. A periodic, stringent review of all potential risks should be conducted. Any problems should be immediately addressed. Insurance coverage should also be periodically reviewed and upgraded or downgraded as necessity requires.
Though the management in the BIC group has the overall responsibility for the implementation of this procedure, the Health & Safety Representative must cover day to day operation and the maintenance of records of impacts. In BIC group the daily Health & Safety Representatives are the Team Leaders / Team Managers.

The hazard identification, risk assessment and risk control processes and their outputs are the basis of the entire health and safety system. The links between the hazard identification, risk assessment and risk control processes and the other elements of the IMS are clearly established and apparent.

The hazard identification, risk assessment and risk control processes enables the BIC group to identify, evaluate and control its health and safety risks on an on-going basis. In all cases, consideration is given to normal and abnormal operations within the organisation and to potential emergency conditions.

The BIC group has included (but not limited itself to) the following items:

- Legislative and regulatory requirements,
- Identification of health and safety risks faced by the organisation,
- An examination of all existing Occupational Health & Safety management practices, processes and procedures, and
- An evaluation of feedback from the investigation of previous incidents, accidents and emergencies.

Risk assessment and risk control processes connected with the on-site project realization have been described in the enclosures (Enclosure 21: “Risk assessment” and Enclosure 22: “Instruction for risk assessment”).

Simple procedure, showing the process of risk analysis should be carried out prior to any work taking is described below:
9. Delegation

Responsibilities covered by Integrated Management System may be delegated exclusively to the employees that have been assigned management rights of the Technical Responsible Person.

The Technical Responsible Person is not stripped of the instructive and control rights and responsibilities, even if responsibilities are delegated to other employees. This means that the Technical Responsible Person bears the full responsibility for electrical safety at all times.

The employees who carry out electrical installations which require authorisation are directly responsible to the Technical Responsible Person and the BIC group’s Integrated Management System. The only exception to this is service commissioned to an external authorised electrical contractor. In such cases, the employees are responsible to the external authorised electrical contractor and his management system. The details should be agreed upon before signing the service contract. The BIC group’s Technical Responsible Person is responsible for ensuring that it is completely clear under which management system a particular employee is working at any given time.

There might be more than one Technical Responsible Person in BIC group – each company could have different person.

Enclosure 2:
“Agreement about delegating of instruction and supervision” should be used for the delegation of responsibilities. Contracts delegating responsibilities should be archived for at least 5 years.
10. The Integrated Management System

The Quality Manager prepares the Integrated Management System with appropriate documentation.

All documentation is available in digital form. Some of the documentation (the manual, templates) is also available in printed form in the Quality Manager’s office. It should be stored for at least 3 years.

It is the Quality Manager’s responsibility to provide the documentation for the introduction and maintenance of the Integrated Management System.

Management responsibilities and rights of an authorised employee and of the other employees are defined in the Integrated Management System.

The tasks for which the Technical Responsible Person is responsible are also defined in the system. This information should be clear enough to prevent any ambiguity. The Technical Responsible Person, management, employee or any Safety Technology Authority should never have doubts as to whose responsibility a particular task is (Enclosure 1: “Management and organisation plan” and Enclosure 3: “Description of Authorised Employees’ positions”).

Any changes in the organisational structure, descriptions of particular positions/roles and shared responsibilities should be updated on a daily basis.

The Integrated Management System–portfolio

The Quality Manager is responsible for the maintenance of the Integrated Management System-portfolio and keeping it up-to-date. The Integrated Management System-portfolio should be available in digital form stored on Intranet (SharePoint) in the folder BIC Electric/IMS.

Review of the Integrated Management System

The management group will evaluate the Integrated Management System once a year at an ordinary management group meeting to ensure that the Integrated Management System remains suitable, adequate, and effective.

The Quality Manager will arrange for an agenda in writing, particularly containing:

- improvement potential,
- meeting of all objectives/targets,
- changes and need for changes of the Integrated Management System, including our quality, environmental, health and safety and CSR policies and our objectives/targets,
- audit results,
- corrective and preventive action,
- improving action,
- complaints,
- organisational changes, and
- follow up on previous evaluations by the management.

Such reviews should be followed up by appropriate documentation at all times (Enclosure 4: “Review meeting of the Integrated Management System”). This documentation should be archived in the Integrated Management System-portfolio.
Each review should take into account:

- results of internal/external audits,
- reports from previous reviews,
- reports of deviations,
- status of corrective actions,
- customer complaints,
- documentation of the carried out evaluative measures,
- laws and regulations regarding electrical safety,
- laws and regulations regarding environment, and
- laws and regulations regarding health and safety.

**Integrated Management System audit**

The Quality Manager is responsible for ensuring that the internal audits are carried out at least once a year and for evaluating whether the Integrated Management System is reliable enough to ensure quality requirements, environmental compliance and electrical safety for the company. Furthermore, it is the Quality Manager’s responsibility to implement any adjustments to the system whenever such a need arises.

The Quality Manager chooses an employee who can carry out the audit. The Quality Manager has to be sure that the selection of auditor ensures objectivity and impartiality of the audit process. An internal audit should be carried out by an employee who meets the requirements each year according to the audit plan (Enclosure 17: “Audit plan”). The employee should not audit his/her own work.

The auditor writes out a note about his conclusions from the audit using Enclosure 5: “Audit report” form. The note should include:

- a statement of whether the system is being complied with,
- a list of any noted nonconformities, and
- a list of proposals for improvement.

Special attention should be paid to the following:

- new activities,
- activities, which have previously led to errors or discrepancies, and
- organisational changes related to a particular activity.

If the auditor finds any nonconformity, the person, who is responsible for the audited area, should immediately undertake necessary corrections and corrective actions to eliminate detected nonconformities and their causes.

Filled out audit reports shall be stored in the Integrated Management System-portfolio.

In BIC group internal audits could be carried out by the Quality Manager, the Senior Operation Manager and the Key Account Engineers. It is a Quality Manager responsibility to ensure that internal auditors have necessary experience and education.
11. Management of resources

Before assigning staff to particular tasks, it must be ensured that there have been established procedures that:
• ensure that the assigned staff is qualified and trained appropriately to the complexity of the particular task,
• the need for providing instructions has been evaluated,
• the need for supervisions has been evaluated, and
• ensure that the work environment and the infrastructure needed to achieve conformity requirements are available.

The criteria for assigning staff to particular tasks shall be documented and stored into the Integrated Management System-portfolio (Enclosure 6: “Employee evaluation and assigning staff to particular tasks”). These oversight measures shall be updated in case of any changes and at least once a year, for instance, during staff meetings. All of the sections have to be filled in for each employee (reference code scheme in the enclosure). The updated enclosure shall be archived in the Integrated Management System.

Education and training

The employees:

The Technical Responsible Person and the Senior Operations Manager are obligated to evaluate the need for additional education/training related to the task types performed by the employees. They also decide if the employee whose work may create a significant impact upon the environment needs appropriate training or information (for instance, during staff meetings).

The education, courses attended and experience of an employee are registered in a document, which provides the Technical Responsible Person the Senior Operations Manager and the Key Account Engineers with a basis for assigning people to perform particular tasks (Enclosure 7: “Education and training of Staff”). The Technical Responsible Person and the Senior Operations Manager and the Key Account Engineers evaluate the employees’ need for additional training at least once a year in cooperation with the individual employee. It shall be done during annual assessment meetings where the person having a meeting with employee shall discuss also:
• skills described and evaluated in competence matrix,
• professional CV,
• survey about skills, experience, education and competences,
• report from previous annual assessment meeting.

After each meeting the report from the meeting shall be filled out and stored.

All employees working in Norway shall have first-aid training. It is HR department responsibility to make sure that all team members have required education.

The Technical Responsible Person/ the Senior Operations Manager:

The Technical Responsible Person and the Senior Operations Manager and the Key Account Engineers are obligated to keep their professional knowledge updated, especially as regards the current guidelines of the Danish, Norwegian, Swedish and Polish norms and regulations.
The Technical Responsible Person's complementary training is registered and confirmed, e.g. by course certificates. The Technical Responsible Person shall update his/her knowledge for at least a total of 70 hours for every 5-year period. As a principle it shall be done on a daily basis, but can also be completed during one long-term course instead.

All employees who perform tasks connected to works on or near live installations (L-AUS – Lavspændings-Arbejde Under Spænding) are required to attend basic training and shall be given instructions on how to perform tasks at least once every year (acc. Danish SB, part. 63, section 637.4.1).

Environmental aspect identification

The Quality Manager is responsible for identifying and evaluating the environmental aspects (Enclosure 16: “Environmental aspect identification”). It is necessary for setting goals for the BIC group. They have to remember and consider the following. The goals:

- must be suitable with the environmental policy, including the agreement on pollution prevention,
- must abide by legal and other requirements, and
- must be in accordance with technology ability, requirements of business and financial activities.

The Quality Manager also needs to establish contact with environmental and health safety organisations to update new environmental requirements so that the environmental management activity of the BIC group is always effective and suitable.

Emergency

The Safety Coordinator and the Senior Operations Manager are responsible for ensuring that the emergency plan exists and is well known.

Responsible for creating the emergency plan is:

- in case our offices - the facility owner,
- in case of on-site assembly – the customer.

They will collect information and consider the confidence and emergency level of each situation to decide whether or not the BIC group will need to provide suitable resources.

They are also responsible for:

- ensuring that all emergency exits are properly marked,
- ensuring that all fire extinguishers are in good condition, and
- ensuring that information on emergency telephone numbers is available.

Everyone in the BIC group must know the emergency plan for his/her workplace.
12. Service realisation

In the Integrated Management System Manual a flow chart (Enclosure 8: “Flow chart”) is available of the BIC group services areas. The flow chart describes the processes all the way from the initial customer contact to delivery and invoicing - thus, also covering activities such as procurement and services.

Documents

All documents related to the project realization process must meet the following conditions:

- all offers, contracts, invoices and order confirmations shall be in English, unless the customer requires to receive the document in his native language,
- the person who prepares or receives the document shall ensure that it is stored in the right place,
- authorized person for offer preparation is distributing the offer documents by e-mail to the Managing Director, the Finance Director, Senior Operations Manager, Sales Manager, Tendering Contract Supporter and to Key Account Engineers for final offer review before it is sent to the customer,
- authorized person for order confirmations is distributing all with order connected documents and information by e-mail to the Managing Director, the Finance Director, Senior Operations Manager, Sales Manager, Tendering Contract Supporter and to Key Account Engineers for final order conditions review before the order confirmation is sent to the customer,
- all legal information, including VAT number, must be included in the documents,
- updates of documents shall be stored keeping the original names and description

All offers, contracts, invoices and order confirmations shall be stored on Intranet (SharePoint). The rules for creating file’s names and the folders for storing them are described in separate document. Everyone creating any file shall follow described rules.

The person who maintains the customer drawings or other documents is the Senior Operations Manager, Tendering Contract Supporter and to Key Account Engineers or other delegated person. They are responsible for approving and maintaining customer documents. If the person responsible for approving finds any nonconformity, he/she must inform the customer. After the customers’ decisions they are responsible for securing old documents and replacing them with proper ones.

Contracts

Contracts with customers shall be made in written form. Managing Director, the Finance Director, Senior Operations Manager, Sales Manager and Key Account Engineers are the persons with the rights to accept the basis of the contracts. The contract documentation shall be stored in the Integrated Management System-portfolio.

The Technical Responsible Person or the holder of a proxy, including the Senior Operations Manager, shall define the basis for the contracts made both in oral and in written form BEFOREHAND, in order to prevent the company from getting involved in tasks that are not in accordance with appropriate electrical safety, laws and regulations, including the Danish, Norwegian, Swedish and Polish National Electrical Code Standards. It is the abovementioned person’s responsibility to come up with an appropriate and safe way of resolving the task/problem in case of any mistakes, errors or unclear situations. Furthermore, it shall be verified whether the company will be able to provide qualified manpower to perform particular tasks, and it shall be evaluated whether any special measures shall be taken to increase electrical safety.
The abovementioned guidelines are applicable in all cases, including any changes being made to previously signed contracts.

**Project realisation**

In order to assure that the appropriate levels of safety are maintained, the company will purchase only approved equipment.

The equipment necessary for project needs is purchased by the Tools Department, Technical Responsible Person or Key Account Engineer. The purchase may be performed by a non-Technical Responsible Person upon previous explanation by the Technical Responsible Person of all technical requirements, legislations and details.

The procedure for procurement applies to purchase of the following:

- materials for onsite projects,
- tools,
- safety gear
- working clothes,
- marketing materials.

Other purchase, like office supplies, administrative services, travel and so forth, are not covered by this procedure and does not have to be documented, but following the same rules for selecting suppliers and handling the orders is strongly recommended.

1. Suppliers

   We only use approved suppliers. A list of “Approved Suppliers” list is stored in a folder on Intranet (SharePoint) with full contact data.

   For each supplier there is designated a responsible person, whose name is also stored in “Approved Suppliers” folder.

   For choosing and approving suppliers we use the following approval criteria:

   - **quality** - Products and services we buy must be of high quality and in case of any failures it must be possible to quickly correct any faults. We only buy products and services from suppliers known for good quality. We prefer suppliers with well implemented quality management systems.
   - **price** - In order to able to deliver our own services at the most competitive prices, we make sure that we pay the lowest prices provided the quality and other terms are equivalent. We negotiate discount agreements from our regular suppliers.
   - **delivery** - We require the delivery terms that guarantee reliable and timely delivery, as well as save our time. We only use suppliers who ship goods to our premises (unless not possible at all). We use suppliers who ensure quick and smooth replacement of faulty or wrongly delivered items.
   - **payment terms** - We take into account if the customer has a transparent and timely way of invoicing, which is for us easy to handle.
   - **returning items** - It shall be possible to return not used materials easily and without extra fees.
   - **Environment** - We prefer suppliers who maintain ISO 9001:2015 and/or 14001:2015 or equivalent system or have other environmental policies.
   - **CSR** - We prefer suppliers who have CSR policies.
All approved suppliers shall be evaluated at least every 2 years. The results of the evaluation shall be: 1) stored in an updated Evaluation Form (Enclosure 15). As a rule, we hold 2) a meeting with all approved suppliers at least every year; short minutes from this meeting are to be filed with the reviewed supplier Evaluation Form. We do not evaluate suppliers, if the value of services bought is less than 50 000 PLN or if we buy services or materials from specific supplier less than 3 times per year.

2. Orders
Orders must be normally placed only with approved suppliers.

All order confirmations must include the name of the persons who made it and the reference like project name / number, storage, etc.

3. Check of deliveries
Upon receipts of a delivery, the following must be carefully checked:

- accordance of goods received with the shipment list,
- accordance of goods received with order confirmations,
- quality of goods.

Any missing items must be immediately noted and reported to the contact person responsible for the supplier and to the supplier.

Any faulty / damaged goods must be separated, marked and reported to the contact person responsible for the supplier and to the supplier.

4. Customer satisfaction
An important part of the Integrated Management System-portfolio is a part about Customer satisfaction. It shall be measured by the Quality Manager (Enclosure 13: “Customer satisfaction survey” and Enclosure 14: “Customer satisfaction evaluation”) and shall be included in the Integrated Management System-portfolio. The Senior Operations Manager or the Key Account Engineers shall ask customers about their satisfaction after each meeting with the customer. The enclosure could be delivered both in paper or electronic version.

5. Filing
All other documents than described above like evaluation forms, minutes from meetings with suppliers, other enclosures and other IMS related documents are stored on Intranet (SharePoint) in the folder:

BIC Electric\IMS\Instructions

The need for written instructions and/or guidelines should be considered in the context of a particular task's complexity, appropriate assignment of staff to tasks in correspondence with the employees' education, training and experience and the need for planned oral instructions and supervision.

Acceptable written forms for guidelines/instructions:

- Drawings of the installations
- Key- diagrams
- Activity plans
- Supplier's instructions
• Internal instructions of the company

Our entire automation activity is based on customer’s instructions, drawings, descriptions etc. It is customer’s responsibility to deliver us all necessary documents for all automation process phases (project description, equipment requirements, assumptions for programming, FAT and SAT procedure, commissioning instructions etc.)

Testing

Inspections and test on installations according to Danish, Norwegian, Swedish and Polish National Electrical Code Standards (in Danish, SB part 61, section 611) is not part of the BIC group’s range of responsibilities.

Control and testing shall be done exclusively by a customer or by a person with appropriate authorisation to do so. Enclosure 6: “Employee evaluation and assigning staff to particular tasks” determines what kind of tasks an employee is authorised to control and test.

The BIC group’s employees with relevant education or a training certificate may perform the tests in cooperation with the customer in all cases where an inspection/trial of a particular project shall be carried out. It is the customer’s responsibility to provide appropriate procedures for trials/inspection of all electrical installations. The Technical Responsible Person or Key Account Engineers shall be informed orally about such tests.

The employees who perform these tasks shall have relevant electrical education, including the Polish D certificate.

Procedure for projects done by BIC Electric Norge AS under own authorization number

When BIC Electric Norge decides to make complete installation projects in Norway under their own authorization number, then the following procedures must be followed:

• Log into the system of the local utility company supplying the electricity e.g. “Nordvest Nett AS” by using the given password and username.
• Register the project in the system by using the installation form “Melding om Installasjonsarbeid” filling in the relevant information such as: who is making the installation, who have ordered the job and what kind of net system will be used.
• Fill out the document called “Samsvarserklæring” It is a guarantee that the electrical installation is done correctly and according to the regulations.
• During the project the responsible electrician must fill out the document “Proceskontrol plan”. It is record of what kind of job has been done so far and when it will be approved.
• The authorized person makes the final control by using the documentation “Slutkontrol ved mindre instalasjon” He use the equipment “Elma Combi 419” and tests the entire installation.
• Log into the system of the local utility company supplying the electricity e.g. “Nordvest Nett AS” by using the given password and username. Register the project as finished and submit all documentation such as electrical drawings, Samsvarserklæring, process and final control documents.
• Hand over all the documentation to the end user while saving a copy in BIC Electric Norge’s files for at least 5 years.

Customer property
BIC group will maintain the customers’ property according to their documents and their requirements. After receipt and verification of the package the Senior Operations Manager or Key Account Engineers or other delegated person approves the equipment and forwards it to the assembly. After being approved, the BIC group is responsible for customer property in case of loss or damage. If the person responsible for approving finds any nonconformity, he/she shall prepare photographic evidence and send it to the customer with his/her comments. In cases where photos may not be convenient, other arrangements for proof shall be arranged. Then it is a customer decision what he/she shall do with the nonconforming components. Nonconforming components shall be stored in a separate place.

**Equipment**

All electro tools, testing and measuring equipment, as well as devices and equipment for L-AUS purchased by the company shall be registered in a database (Enclosure 9: “Maintenance of equipment”).

**Maintenance of the electrical manual tools:**

Only high quality tools and equipment produced by trusted manufacturers are allowed. Authorised electrical installation tasks shall be performed only by qualified personnel, who is also qualified and entitled to carry out inspection of the electrical manual tools. Individual employees are responsible for inspection every time that a particular tool is used. Should an employee notice that the tool is not electrically safe enough to use, it shall not be used under any circumstances and must be sent for repairs or replaced by another device instead.

**Maintenance of the testing and measuring equipment:**

Only high quality testing and measuring tools and equipment produced by trusted manufacturers are allowed. Only a voltage indicator is allowed when carrying out electrical installation tasks, which require authorisation.

The Technical Responsible Person or the holder of a proxy is responsible for ensuring that all ordered materials and tools are in a physical form and quality which is appropriate for a particular task in terms of electrical safety. The Technical Responsible Person or the holder of a proxy is obligated to check whether the purchased materials and tools are broken or if there are any defects, before they are actually put to use.

An employee shall check every time prior to use whether the device is electrically safe and that it can be actually used. The device must not be used under any circumstances if an employee notices that the device is not electrically safe. The device shall be sent for repairs or replaced by another device that is electrically safe.

The following equipment is used only for estimating values and does not need to be calibrated. Nevertheless, an internal inspection shall be carried out once a year by a delegated employee in accordance with the following procedure:

1. 230 VAC voltage measurements with the voltmeter. Voltage in the net shall be measured by the normally used voltmeter and 2 other reliable voltmeters. The tested voltmeter will pass the test if the result lies within a deviation of +/- 5% of the average from the two reference voltmeters.

The voltage indicator shall be replaced with a new one if it would turn out to be malfunctioning.
Planning of work

For all work on electric installations, there must be at least two safety barriers. If one barrier fails, there will still be one barrier providing the worker with complete safety. The following diagram presents a schematic description of the safety policy and system, including a description of the three working methods.

<table>
<thead>
<tr>
<th>Dead working</th>
<th>Work in the vicinity of live parts</th>
<th>Live working</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety barrier I</td>
<td>Safety barrier I</td>
<td>Safety barrier I</td>
</tr>
<tr>
<td>De-energise the installation</td>
<td>Distances (high-voltage)</td>
<td>Personal protective equipment</td>
</tr>
<tr>
<td>and verify that the installation</td>
<td>Personal protective equipment (low-voltage)</td>
<td></td>
</tr>
<tr>
<td>is dead</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety barrier II</td>
<td>Safety barrier II</td>
<td>Safety barrier II</td>
</tr>
<tr>
<td>Secure against re-energising</td>
<td>Electrical protective barriers</td>
<td>Electrical protective barriers</td>
</tr>
</tbody>
</table>

Preferred work method in BIC Electric is Dead working. The necessity of work on (Live working) or near live installations (L-AUS tasks shall be always assessed individually in cooperation between the customer and the Senior Operation Manager or Key Account Engineers. Testing tasks are possible only pursuant to the provisions described in section “Testing”.

Dead working – establishing safety measures

When working on a de-energized installation, the following safety measures must be set up:
- de-energise the installation,
- secure against re-energising,
- verify that the installation is dead,
- based on a risk analysis, evaluate the need for earthing and short-circuiting and set this up if necessary,
- if necessary, protect against other live parts in the vicinity of the work position.

For dead working, two safety barriers are always required.

This requirement entails de-energising the part of the installation where work is to be carried out so that both the part of the installation where work is to be conducted is completely dead and also any part of the installation where the worker will encroach upon the live-working zone. All parts that could possibly cause the installation to become energised must be disconnected; this means evaluating the risk of possible differences in potential at locations where:
- there is a risk of energising from the low voltage side of a transformer or other sources,
- operational earthing connectors are not directly earthed, e.g. there is a connection between the neutral point of the transformer and the arc extinction coil,
- there is a connection with overhead lines.

Before setting up safety measures at the worksite, the Team Leader must check that the installation is dead and that necessary safety measures are in place at the switching sites.

The requirement that the installation must be tested for voltage in a suitable manner entails the following:
- that the voltage test gives reliable information on whether the relevant installation parts are dead,
- that the voltage test does not put the worker in any danger.

If there are live parts in the vicinity of the worksite, these must be protected by means of safety barriers as specified in Work in the vicinity of live parts – Setting up safety measures.

Dead working – Removing safety measures
Before removing safety measures that were established before working on the installation, all those involved with the work and any others who could be affected by it, must be informed that there will no longer be safety measures in effect, and that the installation shall be regarded as energised. Before the installation can be declared ready for being re-energised, all safety measures that were set up must be removed, and all those involved with the work must have left the worksite so that the installation may safely be re-energised. The Team Leader is responsible for ensuring that safety measures are removed when work has been completed.

**Work in the vicinity of live parts – establishing safety measures**

For work in the vicinity of a live electrical installation, the following safety measures must be set up:
- the outer limit of the vicinity zone must be defined and marked, and
- electrically protective barriers and/or boundary barriers must be set up.

To ensure that tools or materials cannot possibly result in short-circuiting and earthing, and that no person can come into contact with live parts, suitable protective barriers must be used where necessary.

It is important that these protective barriers are suited to the type of work involved and the correct voltage level, and that they are in good condition.

If the safety measures mentioned above cannot be used in full, another working method must be employed.

For working in the vicinity of live parts, two safety barriers are always required.

The outer limit of the live working zone and other relevant limits must be demarcated by boundary barriers. Suitable equipment for demarcation of boundaries includes barrier gates, cordons etc. The requirement also entails blocking access to live parts in adjacent fields, even if barriers or doors between fields are closed.

To protect personnel from contact with live parts or from coming dangerously close to live parts if there is a possibility that work may encroach on the live working zone, live parts must be suitably protected.

**Working in the vicinity of live parts – dismantling safety measures**

Before removing safety measures, all those who have been involved in the work must be informed that the work has finished and that safety measures will no longer be in effect.

**Live working (not performed by BIC Electric and not in our scope of operations so far)**

Live working may only be conducted by those with sufficient training in live working, and the work must follow approved methods and applicable work procedures. Before live working may commence, any possible fire and explosions hazards must be eliminated.

For live working, two safety barriers are always required.

When working on objects that are located inside the live-working zone, including direct work on live installation parts (known as live working), additional training is required. Training must be documented. The requirement that work must follow relevant work procedures implies the development of a procedure for each work task, based on the selected working method.
13. Instruction and supervision

It is the responsibility of the Technical Responsible Person, of the Senior Operations Manager and of the Key Account Engineers to evaluate the need for giving instructions for the tasks performed by a particular employee. The evaluation shall be based on the task type and its complexity, which simultaneously constitutes the criteria for assigning staff to a particular task. The Technical Responsible Person, the Senior Operations Manager and the Key Account Engineers evaluate and define an appropriate combination of employee competence, oral instructions and supervision, which should be used for various task types.

The abovementioned evaluation process is closely connected to employee education and training and the need for control/inspection.

A classification of the employees’ needs for instructions has been established. The classification ensures that an employee with no education and no training will be given a code, which ensures that the necessary instructions will be provided, while experienced and trained employees will be assigned a code, which will imply that instruction is not necessary. The evaluation of the need for supervision shall be summed up in a table, where the list of employees and task types are updated on a daily basis (Enclosure 6: “Employee evaluation and assigning staff to particular tasks”).

The tasks assigned may be adjusted for an employee when he/she acquires more knowledge and experience.

An electrician with insufficient experience necessary to accomplish a particular task will be provided with oral instructions by the Technical Responsible Person, by Key Account Engineers or by a fully qualified colleague before the task will be performed, and will receive a copy of the necessary schemes/drawings if available.

An electrician who has no related experience will be shown how the task shall be performed and, if that is not possible, will be supervised during the task to assure that it is performed correctly. Supervision will continue until the apprentice acquires enough experience to handle the tasks by himself/herself.

The BIC group developed the internal program for training the Team Leaders. Every employee with necessary background and experience after approval by the Senior Operation Manager or by the Key Account Engineers could try to work on the Team Leader trainee position, where the experienced Team Leader is taking care about proper way of his/her training. After 3 months’ trial period the trainee is evaluated by the Team Leader, by the Key Account Engineers and/or by the Senior Operation Manager. They decide whether the trainee is able to work as an independent Team Leader.
14. Measuring and analysis, control of records and documents

The BIC group shall create and maintain a system which covers particularly:

- measuring of customer satisfaction so as to establish customers’ opinion of whether the BIC group meets customer requirements,
- examining all activities significantly relating to environment,
- internal audit,
- hazard identification, risk assessment and other health and safety aspects and measurements necessary to create a safe workplace, and
- identification of aspects and measurements necessary to reduce our impact on the environment.

Data from the above is to be collected and analysed with a view to evaluating whether improvements could be made.

The BIC group will continuously improve the effectiveness of the Integrated Management System by applying the quality, environmental, health and safety policies, the objectives, results, analysis of data collected, the corrective and preventive action, as well as the management evaluations.

All important documents are to be controlled.

Control is understood to be one or more relevant of the following:

- review for correctness and adequacy prior to release,
- approval possibly by way of initials or signature,
- view of necessity and performance of updating,
- possibly version control with version no. or date,
- ensuring availability on places of use,
- providing identification and readability,
- ensuring identification and distribution of external documents,
- impeding unintended/unauthorised use of outdated and invalid documents.

Registrations are documents stating results achieved for action implemented, such as test reports. Registrations are to be made and maintained to document that requirements are being met, and that the Integrated Management System is used effectively. Registrations shall constantly/continuously be readable, easy to identify and recover.

Control is understood to be definition of:

- identification,
- readability,
- storage,
- protection,
- recovery,
- storage time,
- arrangement.
The Quality Manager is responsible for ensuring that all important documents are controlled. All important documents are archived in the Integrated Management System-portfolio and serve for the review of the Integrated Management System by the management.

Marketing & Communications Manager is responsible for:
- updating information in Norwegian DSB
- receiving all information regarding changes in the Danish and Norwegian legislation.

Authorised Person is responsible for:
- receiving all information regarding changes in the Polish legislation.

Material from the authorities etc.

A list of the documents, which are in the possession of the Technical Responsible Person, shall be prepared (Enclosure 10: “Relevant materials from authorities etc.”).

The Quality Manager and the HR & International Compliance Specialist together with Marketing & Communication Department are responsible for the purchase and distribution of all relevant material from the authorities etc. (Enclosure 11: “Overview of declarations etc.”).
15. Procedures in case of a defect, control of corrective and preventive action

The Quality Manager is responsible for ensuring that all errors made within the area of electrical safety, quality requirements and "near miss" occurrences are registered and used for evaluating the need for taking corrective action, including any adjustments to the Integrated Management System.

A report on discrepancies shall be compiled in the following situations (Enclosure 12: “Non conformance, Incident or Hazard report”):

- injury, near-miss, hazard or accident
- discrepancies within the IMS including the procedures and instructions that constitute a part of it,
- errors significant to electrical safety,
- nonconforming services,
- unexpected situations that negatively affect the environment,
- soil, air, and water pollution that is uncontrollable, and

If the employee finds a nonconforming component, he/she shall place it in a separate place, mark it, and report it to his/her immediate superior.

When the nonconformity, incident or hazard is detected, the Senior Operations Manager, Key Account Engineers and the Technical Responsible Person shall be informed and shall take actions to eliminate the detected situation.

When the non-compliance is detected after delivery, the Senior Operations Manager, Key Account Engineers and the Technical Responsible Person with the customer, shall take all appropriate actions to eliminate the detected nonconformity. In that case method of removal of non-compliance depends on the arrangement between the Senior Operations Manager, Key Account Engineers, the Technical Responsible Person, and the customer.

The report on discrepancies is prepared by the employee who has noticed the discrepancy/mistake. Alternatively, this may be carried out by the Senior Operations Manager, Key Account Engineers or the person to whom responsibility for tests has been delegated.

The report on discrepancies shall be submitted to the Quality Manager. The Quality Manager shall inform the top management and the Technical Responsible Person about the contents of the report, which he finds relevant.

The reports on discrepancies shall be archived in the Integrated Management System-portfolio and serve for the review of the Integrated Management System by the management.

The Senior Operations Manager, Key Account Engineers, the Quality Manager and the Technical Responsible Person are responsible for reviewing nonconformities, determining the causes, evaluating the need for action to ensure that nonconformities do not recur. Corrective and preventive actions shall be undertaken if the management regards it necessary.

The employees shall be informed about all discrepancies that are followed by preventive measures, e.g. in an announcement. When the incident or hazard is detected, the Safety Coordinator with the Senior Operations Manager or Key Account Engineers shall take all appropriate actions to eliminate the detected situation. In that case method of conduct depends on the arrangement between the Safety Coordinator, the Senior Operations Manager, Key Account Engineers - and the Technical Responsible Person if it is necessary. In case of problems on site the customer shall also be involved.
The report of the incident or hazard is prepared by the employee who noticed the problem. Alternatively, this may be carried out by the Safety Coordinator or the Senior Operations Manager, Key Account Engineers or another person to whom responsibility for this has been delegated. The Technical Responsible Person shall always be informed.

The report shall be submitted to the Quality Manager. The Quality Manager shall inform the top management and the Technical Responsible Person about those contents of the report, which he finds relevant.

The reports of incidents or hazards shall be archived in the Integrated Management System-portfolio and serve for the review of the Integrated Management System by the management.

For statistical purposes, we use the following definitions:

First Aid Case (FAC) - A work related minor injury or illness which can be treated by a first aider or equivalent and does not require a professional physician or paramedic.

Medical Treatment Case (MTC) - The injured or sick person requires treatment (more than First Aid) from a professional physician or qualified paramedic.

Restricted Work Case (RWC) - Where the employee cannot fulfil his normal work the day following an incident but is able to undertake a temporary job; work at his normal job but not full-time; work at a permanently assigned job but unable to perform all duties normally assigned to it.

Lost Time Injury (LTI) - Any work related injury or illness which prevents that person from doing any work the day after the accident.

Corrective and preventive actions shall be undertaken if the Safety Coordinator, Senior Operations Manager, Key Account Engineers or the management regards it necessary.

Corrective actions shall be implemented in response to customer complaints, unacceptable levels of non-conformance, issues identified during an internal audit, or adverse or unstable trends in process monitoring. Preventive actions shall be implemented in response to the identification of potential sources of non-conformity.

Implementation of corrective and preventive actions is the path towards improvement and effectiveness of IMS. Corrective actions are nothing but the action based on the problem identification. The problem or a non-conformance can be identified internally through staff suggestions, management reviews, document reviews or internal audits. Customer complaints or suggestions, customer rejections, non-conformities raised in customer or third party audits and recommendations by the auditors are the external sources which lead to find the root cause of the problem.

Preventive action is prediction of problems and trying to avoid the occurrence through self-initiated actions and analysis related with processes. This can be initiated with the help of active participation of staff members meetings, management review or customer feedback.

The employees shall be informed about situations, decisions and steps taken, e.g. in an announcement.

In case of incident in Norway where both electric shocks of its own employees or damage to equipment/property caused by electricity BIC Electric has to inform Norwegian Directorate for Civil Protection (DSB). Marketing & Communications department must report electronically about that on DSB’s website.
### 16. Enclosures

<table>
<thead>
<tr>
<th>Integrated Management System Manual - Enclosures</th>
<th>Nr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and organisation plan</td>
<td>1</td>
</tr>
<tr>
<td>Agreement about delegating of instruction and supervision</td>
<td>2</td>
</tr>
<tr>
<td>Description of Authorised Employees’ positions</td>
<td>3</td>
</tr>
<tr>
<td>Review meeting of the Integrated Management System</td>
<td>4</td>
</tr>
<tr>
<td>Audit report</td>
<td>5</td>
</tr>
<tr>
<td>Employee evaluation and assigning staff to particular tasks</td>
<td>6</td>
</tr>
<tr>
<td>Education and training of staff</td>
<td>7</td>
</tr>
<tr>
<td>Flow chart</td>
<td>8</td>
</tr>
<tr>
<td>Maintenance of equipment</td>
<td>9</td>
</tr>
<tr>
<td>Relevant materials from authorities etc.</td>
<td>10</td>
</tr>
<tr>
<td>Overview of declarations etc.</td>
<td>11</td>
</tr>
<tr>
<td>Nonconformance, Incident or Hazard report</td>
<td>12</td>
</tr>
<tr>
<td>Customer satisfaction survey</td>
<td>13</td>
</tr>
<tr>
<td>Customer satisfaction evaluation</td>
<td>14</td>
</tr>
<tr>
<td>Supplier evaluation</td>
<td>15</td>
</tr>
<tr>
<td>Environmental aspect identification</td>
<td>16</td>
</tr>
<tr>
<td>Audit plan</td>
<td>17</td>
</tr>
<tr>
<td>Average passengers per vehicle</td>
<td>18</td>
</tr>
<tr>
<td>Team Leader evaluation</td>
<td>19</td>
</tr>
<tr>
<td>Risk assessment</td>
<td>21</td>
</tr>
<tr>
<td>Instruction for risk assessment</td>
<td>22</td>
</tr>
<tr>
<td>Safety organisation plan</td>
<td>23</td>
</tr>
<tr>
<td>Health and Safety induction form</td>
<td>24</td>
</tr>
<tr>
<td>Construction site inspection checklist</td>
<td>25</td>
</tr>
<tr>
<td>Appendix to the contract - Health Safety checklist</td>
<td>26</td>
</tr>
</tbody>
</table>