SAFETY, HEALTH, ENVIRONMENTAL QUALITY (SHEQ) MANAGEMENT MANUAL
Forward
Flash Transport is a fledgling company driven by client service and underpinned by service excellence. We help create value, protect value and manage risk. We are becoming the partner of choice for transportation of packages and materials on behalf of our clients within the United Kingdom.

Five fundamental and chosen company values underpin our mission on quality. These are:

- **F** - Fearless – to do what is necessary when it is required to be done, no matter what
- **L** – Leader – to take responsibility through communication, co-operation and collaboration
- **A** – Active - to be enthusiastic in delivering our service
- **S** – Service – to be the partner of choice in providing service excellence
- **H** – Honest - to say what we will do and do what we have said

The Owner and Director of Flash Transport is committed to improve the effectiveness of our SHEQ Management System and recognises that in order to achieve company objectives the active involvement participation and commitment of all employees is essential.

As part of our policy and commitment to continual improvement, our manual is reviewed and re-issued annually as a minimum.

Paul Smith
Owner and Director

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<tr>
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<tbody>
<tr>
<td>Owner</td>
<td>Owner and Director</td>
<td>Version</td>
<td>3</td>
</tr>
<tr>
<td>Date of last review</td>
<td>13 January 2021</td>
<td>Date of next review</td>
<td>13 January 2022</td>
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</table>
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1.0 Introduction

Flash Transport has a growing reputation resulting from the progress that has been achieved in the development of its business. As a transport services provider this success has been driven by the commitment and enthusiasm of our employees who are our most valuable asset.

The care and well-being of our employees is therefore of primary importance and we are taking the opportunity to create a culture based on a shared commitment and attitude of all our directors, managers and employees at all locations, not only in the achievement of commercial and professional objectives but also to our safety, social and environmental aims. This commitment also extends to our customers, professional colleagues and the local communities where we have a presence.

We have continued to evaluate critically all our management systems to ensure their suitability for purpose, so that they can monitor and guide our non-financial performance more effectively. Each one of our employees has a personal responsibility to understand and follow the management systems and ensure the direction and guidance provided is adhered to at all times.

Our commitment to SHEQ is set out in the following Flash Transport policies:

<table>
<thead>
<tr>
<th>Reference (FT-POL-##)</th>
<th>Title</th>
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<tbody>
<tr>
<td>01</td>
<td>Corporate Responsibility</td>
</tr>
<tr>
<td>02</td>
<td>Quality Assurance</td>
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<tr>
<td>03</td>
<td>H&amp;S</td>
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<tr>
<td>04</td>
<td>Environmental</td>
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</table>

These policies have been developed by the Owner and Director of the company with the contents applying to all employees at all of our locations.

Our SHEQ management system is developed under the company’s corporate governance and risk management framework and is designed to ensure identification, management and control of SHEQ risks appropriate to the nature and scale of the work activity being undertaken.

Risk management is an integral part of good business practice and is embedded into our organisational and mainstream management reporting structures, so providing a renewed commercial focus and drive towards making our management of risk better.

Whilst being central to our strategic management, in addition to adding value, risk management provides assurance to Flash Transport clients and employees. Our approach to risk management ensures we achieve our corporate and project objectives by:

- Reducing the likelihood of events that would have a negative consequence overall
- Improving accountability, decision making, transparency and visibility
- Identifying, understanding and managing multiple and cross-discipline risks and
- Executing change more effectively and efficiently and improving project management

In describing the implemented Safety, Health, Environment and Quality (SHEQ) Management System, this document, is designed to ensure the following:

- Compliance with any relevant legislation
- Awareness of the organisations significant environmental impacts and Safety & Health hazards
- Client satisfaction & continual improvement
The key elements of the SHEQ Management System, as reflected in this manual, describe how our activities meet the requirements of the internationally recognised standards (OHSAS 18001; ISO 14001 & ISO 9001). This is supported by specific procedures which have been and are continually being developed, documented and implemented to provide the relevant controls and ensure that the preceding objectives are achieved. The documented procedures communicate what activities need to be done; when these need to take place; and how they are completed.

Most of the procedures are generic to cover the scope of the SHEQ; however, localised work instructions are developed, where considered appropriate, when it is identified that the procedures do not cover all activities.

To provide assurance of compliance and due to Flash Transport Ltd being a small company the Owner and Director assesses the formalised and documented SHEQ Management System against the requirements of the aforementioned Management System standards. In time as the company becomes larger a third party UKAS accredited organisation will be employed.

The physical scope of the SHEQ Management System includes all office and site locations.
2.0 Document and Record Control

The SHEQ management system has been set up as a five-tier structure (as identified in the Quality Management System Manual) including this SHEQ manual, supported by procedures and where appropriate and, specific work instructions and forms.

<table>
<thead>
<tr>
<th>Tier</th>
<th>Type of Document</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quality Policy Statement</td>
<td>To set the strategic direction for quality in Flash Transport Ltd</td>
</tr>
<tr>
<td></td>
<td>Health and Safety Policy Statement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environmental Policy Statement</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Quality Management System Manual</td>
<td>In compliance with standards, the Quality Management System Manual and SHEQ Management Manual contains Net Safety Monitoring policies for safety, health, environmental and quality. It covers the purpose and scope, responsibilities and further descriptions of activities to support the policy, and interaction between processes.</td>
</tr>
<tr>
<td></td>
<td>SHEQ Management Manual</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Procedures</td>
<td>Supporting the policies for SHEQ, procedures indicate who does what, where, when and why. At Flash Transport, procedures are in the form of work instructions, flow charts, visual aids or supporting matrices.</td>
</tr>
<tr>
<td>4</td>
<td>Work Instructions</td>
<td>Define how work is done. They provide specific details and specifications to complete specific activities.</td>
</tr>
<tr>
<td>5</td>
<td>Records</td>
<td>Used to capture information or data</td>
</tr>
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</table>

A formal procedure has been established for controlling all documents required for the implementation and maintenance of the SHEQ management system. The Group Health & Safety (incorporating SHEQ) Department will retain a full set of SHEQ documents and will be responsible for their maintenance, ensuring that they remain up to date and effective and that they are regularly reviewed by the relevant persons/groups.

Procedures have been developed for the identification, maintenance and disposal of SHEQ records. The Owner and Director will hold all paper records on the SHEQ Management System and will be responsible for controlling all electronic versions.

Commitment to Health and Safety, the environment and our clients is demonstrated through our document SHEQ policies and Management System. The dated SHEQ policies, which are reviewed at least annually, are signed by the Owner and Director of Flash Transport Ltd.

Policy Awareness is provided to all new employees through the established “new starter” induction process and ongoing tool-box talks.
3.0 Planning

A SHEQ review instigated throughout the company’s activities and operations has identified our SHEQ risks and identified the relevant legislation. The review, used as the basis for developing the SHEQ Management System is updated as a minimum annually, in line with the requirements of Management Review Procedure.

It is essential that we control the risk in the business with the existing risk management process feeding directly into the organisational and mainstream management reporting structures. Maintained risk registers identify potential risks to the business and are considered at monthly senior management meetings.

Where deemed appropriate, registers of health and safety hazards have been developed from review of the company’s activities and operations. A procedure is in place to identify relevant hazards, with those areas with significant risk addressed in set objectives and targets.

Register of Environmental Aspects and Impacts have been developed from review of the company’s activities and operations. A procedure is in place to identify relevant environmental aspects and to determine which activities have an impact on the environment. Those areas with significant impacts will be addressed in the objectives and targets.

A ‘traffic light’ system has been developed to prioritise the risks. Red indicates that the risk is significant; amber indicates that the risk could become significant and green indicates that the risk is not deemed significant.

The H&S and Environmental Risk Registers are amended and updated, as a minimum annually, as part of the management review process.

Flash Transport have a number of legal and other requirements placed on them relevant to their operations. These are identified and documented in the relevant risk registers.

Relevant legislation is included in the Risk Registers. These Registers are maintained up to date through obtaining and reviewing, on a regular basis, form a number of sources, Health and Safety & Environmental updates, technical indexes relevant publications, bulletins, institute publications, the web and consulting with relevant staff within the business, who deal with policy and legislation.

The Owner and Director will ensure that new legal and other requirements applicable to the organisation are recorded in the Registers. Evaluation of compliance with legal requirements will be undertaken during all internal SHEQ Checks. Additionally, in striving through business development opportunities to identify current and future client requirements, further specific legislation may be encountered, which will addressed and included in meeting and exceeding expectations.

Corrective and preventive action is instigated following identification of non-compliance with any legal requirements.

In Flash Transport, we are committed to continually improving SHEQ performance. This is achieved, in part, by setting annual objectives and targets. The objectives and targets, based on the information contained in the Aspects & Impacts Register, Risk Register and the Legal Register, are approved and signed off annually by the Executive Management at one of their scheduled meetings. In setting annual objectives and targets, the organisation considers:

- SHEQ policy commitments
- Legal requirements
- Environmental impacts
- Views of interested parties (both internal and external)
- Technological options
- Findings from 1st, 2nd & 3rd party audits/reviews
• Other relevant issues Progress against objectives and targets are reviewed monthly at senior management meetings. Objectives and targets are also reviewed as part of the internal checking process and, in accordance with the findings, are considered at annual management review meeting.

Project Plans are project specific and are the interface between an individual project and the SHEQ Management System. The project plan contains contractual documentation including client requirements, resource details, timescales and client communications. Additionally, where projects are based around site activities, a site health and safety assessment and environmental evaluation is required to be incorporated into the project plan. Each plan is developed throughout the project as necessary and serves not only as a management tool but may also fulfil legal and other requirements.
4.0 Implementation and Operational Management

Implementation
The overall responsibility for maintaining the currency of the SHEQ Management System is the Owner and Director; however, employees have specific responsibilities for implementing the documented procedure/processes. The Owner and Director is the Project and Line Manager for all contracts and projects and is responsible, through checks and approval processes, for ensuring that employees are compliant with all aspects of the management system.

Training procedures are in place to ensure that all employees receive training on the importance of complying with the requirements of the SHEQ policies and procedures and the potential consequences of departing from specified procedures.

Employees along with the Owner and Director assess relevant training needs for the coming year. All new employees undergo a development review, with the Owner and Director, to identify any key training requirements.

Established internal communications procedures are in place, whereby the Owner and Director issue update bulletins via e-mail and text messages on SHEQ issues. This media is used as a vehicle for distributing key information to employees quickly and is used for important issues or developments in relation to SHEQ.

Effective protocols have been promoted and developed for communicating, where considered appropriate/desirable, with clients in relation to securing feedback during and on completion of projects. These protocols also include the receipt and processing of complaints.

Operational Control
Operational control is applied to all activities associated with an identified SHEQ risks.

The Owner and Director will maintain the currency of all operational control procedures. New or amended procedures will be issued in line with the Document Control Procedure.

Supporting documentation is maintained and made available to all employees.

The potential for accident and emergency situations is identified in the Environmental Aspects & Impacts and Risk Registers. Where appropriate, emergency procedures have been established to cover the response to emergencies, the Owner and Director is responsible for ensuring that all incidents are investigated and recorded.

Checking and Corrective Action
Procedures have been developed to monitor and measure any of the characteristics of our activities which could have a significant effect on the Safety and Health of our staff, others affected by our activities and the environment; including legislative requirements, performance tracking, operational controls and conformance with the objectives and targets. The Owner and Director, has overall responsibility for determining the monitoring programme and allocating the resources from within the business to fulfil the requirement.

Where equipment/plant is subject to regular maintenance/inspections, the Owner and Director ensures that processes are in place to verify currency of equipment records. This information is reviewed periodically with any resulting actions are carried out as appropriate.

Corrective and preventive action will be instigated following any identified non-compliance with the SHEQ Management System requirements. The Non-compliance and Corrective Action Procedure identify the actions to be taken. Circumstances, which give rise to a non-compliance, include:
Failure to observe the requirements of the SHEQ management system
• A result of SHEQ audits (internal and external), including Technical Excellence checks (where applicable)
• Failure or risk of failure to comply with legislation
• Complaints from sources internal and external to the company

When non-compliances arises, these will be recorded and action taken to mitigate any resulting impacts.

Non-compliance and corrective action will be an agenda item for Management Review meetings which will be attended by the Owner and Director and the relevant employee(s). The Management Review procedure specifies the arrangements and agenda for the review.

Procedures have been developed for the identification, maintenance and disposal of SHEQ records. The Owner and Director will hold all paper records on the SHEQ Management System and will be responsible for controlling all electronic versions.

The Process Checks of the SHEQ Management System will be based on a one-year rolling cycle and will be carried out by internal auditors who will be fully trained to carry out this function. The Process Checks programme will be designed and reviewed on an annual basis by the Owner and Director.

Procedures for the undertaking and reporting on process checks are established to determine whether the documented and certificated management system is being adhered to, is appropriate to the business, whilst also providing assurance to senior management.
5.0 Management Reviews

Regular reviews of the SHEQ management system take place and are reported on to senior management, to ensure its continuing suitability, adequacy and effectiveness.

Management Reviews will be carried out at least once a year by the Owner and Director. Performance against Objectives and Targets as well as any problems associated with the SHEQ Management System will be reviewed. The following issues are to be addressed during the review:

- Results of internal Process Checks
- The status of corrective and preventative actions
- Evaluations of compliance with legal and other requirements
- Communication from other parties, including complaints
- The environmental performance of the BU
- The extent to which the objectives and targets have been met
- Follow-up actions from previous management reviews
- Changing circumstances, including developments in legal and other requirements related to SHEQ risks
- Recommendations for improvement
- System Suitability and Effectiveness

The review will address and identify any need for changes to the policy, objectives and targets, and any other element of the system, in the light of the Process Checks findings, changes in circumstances, i.e. structure of the business, and the commitment to continual improvement.

The minutes of the review will be maintained as a SHEQ record. The Management Review procedure specifies the arrangements and agenda for the review.

The Owner and Director will undertake a performance score of the business over the previous year and depending on the score will decide whether the management review will be undertaken annual or increase the frequency accordingly as the company becomes larger. The performance score will be based out of ten (10) for each of the bullet points above. If the company scores a certain percentage the Owner and Director will amend the frequency for the management review for the following year as follows:

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Score</th>
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<tbody>
<tr>
<td>&gt;90%</td>
<td>Annual</td>
</tr>
<tr>
<td>70%-89%</td>
<td>6-monthly</td>
</tr>
<tr>
<td>&lt;70%</td>
<td>Quarterly</td>
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