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- OHS risk assessment:

Risk management process: As a central component of the OSMS, risk management plays a key role in the practical management of risks. It requires, above all, a coordinated and consistent process of objective analysis to assess operational risks. Risk management consists of 4 core elements: Hazard Identification, Risk Assessment, Risk Evaluation and Risk Mitigation. The risk management process systematically identifies the hazards that exist in relation to operational processes. Each unit ensures that it manages its operational safety risks based on the company's own OSMS and local legal requirements. To this end, each site has appointed a safety manager. In addition, in some countries, external companies are contracted for risk assessment. The risk management process is continuous and part of ongoing activities. The results of the risk management process are evaluated by the units and action plans are developed for improvement. The quality of the risk management process is reviewed by the company's safety audit team.

Hazard identification: Hazard identification is the first step in the risk management (RM) process. The organisation develops and maintains a formal process for identifying hazards that could impact safety in all operational areas and activities. This includes equipment, facilities and systems. The involvement of employees or their representatives is important to this process. Any safety-related hazard identified and controlled is beneficial to the safety of the operation.

Risk assessment and mitigation: Risk assessment is the second step in the RM process. After the hazards and their impacts have been determined in the first step through hazard identification, analysis is required to assess the likelihood of the hazard consequences occurring and the severity of those consequences to the organisation. The four most common risk mitigation strategies are: 1. risk acceptance, 2. risk avoidance, 3. risk transfer, 4. risk mitigation.

Hierarchy of control: The company applies the hierarchy of control measures to eliminate hazards and reduce security risks.

Facility responsibilities: The facility carefully prepares what it will do to fulfil its responsibility for carrying out risk assessments and taking measures to protect the safety of its employees and third parties. The final decision on who will carry out the risk assessments rests with the organisation. The persons carrying out risk assessments may be staff appointed by the institution and/or external services. Whoever carries out a risk assessment, it is important that they are competent to carry out the task. In this context, the word 'competent' means having sufficient training, knowledge, experience and other skills. The size and composition of the team will depend on the nature of the workplace and the complexity of the risk assessment process used.

Reference: App.#21 – 31 OSMS Manual

- **Action plans and targets**

Safety objectives

Taking into consideration its safety policy, each entity shall establish safety objectives to define what safety outcomes it aims to achieve.

Safety objectives should be short, high-level statements of the entity's safety priorities and should address its most significant safety risks. Safety objectives may be included in the safety policy (or documented separately) and require definitions of what the entity intends to achieve in terms of safety management.

It is necessary that the entity have long-term and ongoing safety objectives as well as short-term goals that are continuously reviewed and regularly updated (Action plan). These objectives and goals should be measurable and realistic.

The safety policy and safety objectives shall be periodically reviewed to ensure they remain relevant and appropriate to the entity (a change in the accountable executive would require its review for instance).

Reference: App.#18 OSMS Manual

- **Emergency situations response**

The entity shall establish, implement and maintain the processes needed to prepare for and respond to potential emergency situations, including:

- Establishing a planned response to emergency situations, including the provision of first aid;
- Providing training for the planned response;
- Periodically testing and exercising the planned response capability;
- Evaluating performance and, as necessary, revising the planned response, including after testing and, in particular, after the occurrence of emergency situations;
- Communicating and providing relevant information to all personnel on their duties and responsibilities;
- Communicating relevant information to contractors, visitors, emergency response services, government authorities and, as appropriate, the local community;
- Taking into account the needs and capabilities of all relevant interested parties and ensuring their involvement, as appropriate, in the development of the planned response.

Each entity must develop and implement an emergency plan for protecting employees, visitors, contractors, customers and anyone else in the facility. This part of the emergency plan includes building evacuation (fire drills), shelter from severe weather conditions, "shelter-in-place" from an external hazard (e.g. lockdown; lockdown is protective action when faced with an act of violence).

Reference: Crisis management guideline and emergency response SOP; App.#37 OSMS Manual

- Progress against targets / Evaluation

Safety performance monitoring and measurement

The entity should have a systematic approach for measuring and monitoring its safety performance on a regular basis. Moreover, internal audits must be established along with regular management reviews, in order to see the progress made towards the achievement of safety objectives and the fulfilment of ISO 45001 requirements.

The entity monitors and measure progress in the achievement of its safety objectives by annual OSMS gap analysis.

Reference: App.#15 OSMS Manual

- Internal inspections and External Verification

An internal audit is a systematic method to check organisational processes and requirements, as well as those detailed in the ISO 45001 standard. This will ensure the processes in place are effective and the procedures are being adhered to.

The entity must define the audit scope and audit criteria for each audit. Audit evidence should be evaluated against the audit criteria to generate the audit findings and conclusions. Audit evidence should be verifiable. Internal audits and auditors should be independent and have no conflict of interest over the audit subject.

Process description - When, who, and how the internal audit should be performed:

When: An internal audit should be done at planned intervals, or whenever it is deemed required (e.g. incidents, risk assessments or stakeholder input can all be used to initiate internal audits beyond the regular schedule), or beneficial to the OSMS.

Who: The internal auditor must be impartial and objective. Auditor selection is critical. The auditor must be experienced and, if possible, formally trained. The auditor must also be aware of the entity's safety policy, objectives, and performance. As the internal audit process is so critical, external advice from an expert for internal audit purposes can be used.

How: All relevant information in terms of "input" to the process should be available to the internal auditor. The auditor will also need safety performance outputs, risk assessment information and results, desired safety objectives and stakeholder input.

Why: Internal audits should be key drivers in the continual improvement cycle. They are also critically important as a preventive measure for operational safety in the workplace.

Anyone interacting with the auditor must therefore always provide truthful and accurate information during the audit. An accurate assessment creates an opportunity for suggestions for improvement based on past and current data.

Reference: App.#44-46 OSMS Manual

- Investigation procedures

The incident management process includes four main phases:

- Immediate response
- Collecting evidence: Collecting facts and data
- Systematic analysis of data to determine root causes
- Making recommendations to prevent recurrence and establishing an action plan

In addition, a procedure is established at each site for the immediate reporting and investigation of all incidents (near misses, first aid cases, reportable cases, lost work cases and fatalities). Incident investigations are documented (safety incident report). Serious incidents that occur worldwide are investigated for similar conditions/factors to identify and take advantage of opportunities to improve safety processes.

Reference: App.#47-49 OSMS Manual

- OHS training

The entity determines the competence requirements for those employees that affect, or could affect, its OSMS performance. This requirement also concerns employees operating under the control of the entity such as contractors, outsourced employees, etc.

Once these competence requirements have been determined, the entity must then ensure that those employees possess or acquire the necessary competence, including the ability to identify hazards, through appropriate education, training or experience.

It is imperative that all employees have the knowledge and skills required to identify hazards and manage risks associated with their work and workplace.

If employees are deemed not to be competent, the entity is required to take action (e.g., refresher/remedial training, recruitment of additional personnel or hiring/contracting of external expertise) to enable them to acquire the necessary competence.

Training process includes:

- Identification of training needs
- Preparation of a training matrix to address identified training needs
- Delivery of the training
- Evaluation of the effectiveness of the training
- Documentation, monitoring and review of the training received

Obligatory safety training provides to employees free of charge during paid working hours

Reference: App.#5 – 8 OSMS Manual

- OHS in procurement criteria / requirements

The entity must establish, implement and maintain a process to control the procurement of products and services in order to ensure their conformity to the OSMS.

Procurement processes should be used to control potential hazards and reduce safety risks associated with the purchase hazardous chemicals, equipment and services into the workplace.

The entity should ensure that purchases are safe for use by employees by confirming that:

- Equipment is supplied in accordance with a technical specification such as CE marking and, where appropriate, is tested to ensure that it functions as intended.
- Equipment is supplied in accordance with legal requirements.
- Where appropriate, risk assessments are carried out in advance of the use of the equipment.
- Installations are commissioned to ensure that they function as designed.
- Materials are supplied in accordance with technical specifications.
- Usage requirements, precautions or other protective measure are communicated and made available to employees, contractors and others who could be adversely affected.

Reference: "Health and safety procurement guide" App.#39 OSMS Manual