

INTEGRATED BUSINESS MANAGEMENT SYSTEM MANUAL

Foreword

Parex Ltd operates an Integrated Business Management System conforming to ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and BES 6001. This has been formally approved by Parex's Executive Management team (PEM). The PEM consists of:

- The Operations Manager
- The Company Secretary
- The QSHE Manager
- The Works Manager
- The Technical Resources Manager
- The Senior Development Chemist

The adoption of the Standards by the PEM is viewed as a strategic decision to enhance the business. This is achieved by consistently producing conforming products to the satisfaction of customers, to lower the impact that business activities, products and services have upon the environment, and to do so whilst ensuring the health and safety of the staff, visitors and anyone else who may be affected by the company's activities and services. The end position of the Company's conformance to the clauses and requirements to the Standards is the ability to meet customer, regulatory and business plan requirements, and other requirements to which the organisation subscribes (lease agreements, SLA's, insurance, etc).

The company shall only employ staff who are competent in their given role. This may be through experience, training and qualifications. This will be determined at the recruitment stage, following our Equal Opportunity Policy, SF21/5. If, at recruitment, or during their employment, a justifiable business need for further training is identified, then this will be sanctioned in accordance with our training procedure, TEC-QA10 and our Training, Learning and Development Policy, SF10/6.

In complying with the Standards, the PEM has adopted a process approach, and uses risk-based thinking, to develop, establish, implement, maintain and provide for continual improvement of the Integrated Business Management System (BMS). This enhances customer satisfaction as well as staff retention. In order to address unforeseen emergencies or disasters, we also have an Emergency Preparedness Procedure and a Business Continuity Plan. The PEM is committed to continual improvement of processes activities and services, based on objective analysis.

The PEM meetings are directly equivalent to Management Review Meetings as stipulated by the various Standards and are held at least annually or when required due to changes in the organisation or (for example) changes to legislation.

1. Scope

In defining the scope of our Business Management System, we have taken into consideration all aspects and impacts of the company's context. That is -

- Understanding our business, and the environment in which we trade and operate. See Section 2.1 below.

- Understand the context of our organisation, by being aware of what issues (internal and external) affect us or are affected by us and our activities.
- Understanding who our interested parties are, and what their needs are. See Section 2.2 below.
- Using a process-based approach to all risks and opportunities with which we are faced.

The scope, and indeed the whole Business Management System is constantly under review in light of changes to legislation and regulation and/or product mix. Should a change be required, this would be formally proposed by the QSHE Manager or other relevant manager and approved by a meeting of the PEM.

The Business Management System covers all operations within the boundaries of the Atherstone site that are within our control and scope of our certification. The exceptions are –

1. The telephone mast on the Atherstone Site. We rent the space to the mast owners, who are responsible for all activities associated with it. When visitors come to work on the mast, they are given a formal site induction and, if appropriate, a Permit to Work is completed.
2. Transport of finished goods from our premises. All raw materials are delivered by the suppliers (external providers) themselves – either directly or by the employment of third-party hauliers.

Atherstone Site



The scope, as described above is also used for defining the boundaries for our Life Cycle Analysis approach to all our activities, products and services - particularly manufacturing.

The scope of the business is as follows:

“The design, manufacture and supply of grouts, structural support mortars, pointing mortars, concrete repair products, construction adhesives, anchoring, highways and streetscaping products, coatings, ground engineering, waterproofing, façade mortars, external finishes and undertaking of contract blending.”

We encourage all our business partners to adopt the same high standards (eg ISO 9001, ISO 14001, ISO 45001 etc) as we do. See SF3/5 – Sustainability Policy.

1.1 Change Management

When Parex Ltd determines that there is a need for changes to the Business Management System, these changes shall be carried out in a planned manner.

The following shall be taken into consideration:

- a) the purpose of the changes and their potential consequences;
- b) how the integrity of the Business Management System may be affected;
- c) the availability of resources;
- d) the allocation or reallocation of responsibilities and authorities.

Also, all changes to products, services and/or processes shall be dealt with in a timely manner and reviewed at the next Management Review Meeting. In the case of unintended changes, then the consequences shall be reviewed, and mitigation (if required) put in place without delay.

The following list is not exhaustive, but such changes could include –

- Working conditions
- Locations
- Equipment
 - The way work is organised
 - Workforce
 - Legal and/or other requirements
 - Knowledge regarding risks and hazards

If, in the opinion of the Operations Manager or other member of the PEM, it is necessary to do so, an extraordinary Management Review Meeting shall be called.

2. Context of the organisation

2.1 Understanding the organisation and its context.

Parex Ltd operates within the United Kingdom and is subject to all relevant legislation and guidelines relating to our scope.

Apart from such law as is applicable generally, such as the REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) Regs, CLP (Classification, Labelling and Packaging) Regs, and the General Product (Safety) Regs, Parex Ltd complies with specific legislation such as the CPD (Construction Products Directive), The Producer Responsibility Obligations (Packaging Waste) Regs, the Provision and Use of Work Equipment Regulations PUWER) and Lifting Operations and Lifting Equipment Regulations (LOLER). We have a Register of Applicable Legislation, SF21/1, which is a comprehensive list of all relevant legislation, guidelines etc to which we either have to, or choose to comply with.

We store sand and cement in bulk in silos, certain of which are subject to an Environmental Permit (issued by North Warwickshire Borough Council) allowing us to operate a cement handling operation at our Atherstone site. This is in accordance with the Pollution Prevention and Control Act and the Environmental Permitting (England and Wales) Regulations 2010 (as amended).

The site is on an industrial estate. We ensure that we are responsible members of the local community, taking care to ensure that we do not disturb any of our neighbours in any way, such as with noise, air or water pollution. We also support local charities.

Whenever possible we source staff, materials and services locally.

We are in regular dialogue with our suppliers (external providers) and our customers. This is to ensure that the former share our ethics and practices, and that the latter are receiving the best possible service from us.

2.2 Understanding the needs and expectations of interested parties.

Parex Ltd has six main groups of interested parties. These are listed below, with their particular needs, and how Parex addresses them is detailed below.

2.2.1 – Staff

The employees at Parex Limited are our greatest asset. They need to be nurtured and developed in order to improve their job satisfaction and performance. This is done via our Training, Learning and Development Policy, SF10/6. Training may be internal or external. We also operate an open-door policy, which allows employees at every level to raise issues of concern, or make suggestions for improvements, without fear of reprisal.

At the start of their employment, all staff (including temporary workers) undergo an induction process. This involves explaining how the company works, and how they contribute to the company's performance and compliance with all necessary legislation, guidelines and regulations, as well as with all the Standards to which the company is certified – ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and BES 6001. The consequences of failing to comply with any of the above is also explained. We also have a simple post-induction assessment to ensure that they have understood all the information given.

2.2.2 - Customers

Parex Limited is customer-focussed. See Section 4.3 below. We recognise that our customers are critical to our survival, and their needs must be acknowledged and met. They require product which is fit for purpose, on time, and on budget. They also expect excellent after-sales service.

2.2.3 – Regulatory Authorities

Parex Limited is subject to all relevant aspects of UK Law. As such, we need to be compliant with all legislation, regulation, guidelines and all other requirements to which the organisation subscribes. We recognise that the authorities include Her Majesty's Government, the Health and Safety Executive and the Local Authority – North Warwickshire Borough Council. The site operates a B Permit, under the Environmental Permitting (England and Wales) Regulations 2010 (and amendments) to operate a cement handling facility.

2.2.4 – Shareholders

Parex Limited is a part of SIKA, a global company, headquartered in Switzerland.

2.2.5 – Local Community

Parex Ltd is an active member of our local community, contributing regularly to local charities and events, as well as encouraging staff to do so. We also make all possible efforts to ensure that our impact on the local environment is a positive one. In accordance with this we have a Corporate Social Responsibility Policy, SF36.

We give financial support to a local primary school and two local children's football teams.

2.2.6 – External providers

Our external providers need us to supply clear documented instructions with regards to our requirements. This is integral to the Purchasing Procedure – TEC-QA4.

2.3 Communication

We take all aspects of diversity into account, (for example gender, language, culture, literacy, disability), when considering our communication needs.

We also ensure ensure that the views of external interested parties are considered when establishing our communication process(es).

There are a series of meetings:

- Business Management System Review Meeting. These are held at least annually. The Parex Executive Management Team all attend. These meetings are formally recorded, and the minutes circulated to all interested staff.
- Technical Meetings. These are held on an *ad hoc* basis. The Operations Manager, the Technical Resources Manager's team and QSHE all attend.
- Toolbox talks. These are also held on an *ad hoc* basis. They are for communicating a change in legal, quality, health and safety, environmental, or other requirements, or similar. They also offer an opportunity for staff to ask questions and/or offer comments or suggestions. They are documented, using SF17/5 Toolbox Talk Form. This records the subject matter, who gave the training, when it took place and who received the briefing. Primarily, these are for the shop-floor workers, but could be used for all staff, if appropriate.

We also monitor all of our key external providers (suppliers), using a Questionnaire (SF3/3). This is to encourage them to have documented quality managements systems – preferably externally accredited. It also interrogates their health and safety performance and their compliance with Modern Slavery and Anti-Corruption legislation.

A selected and representative sample of customers are also asked to complete a short satisfaction questionnaire (SF2/7).

3. Business Management System

The PEM has established the Business Management System (BMS) which is described in this Manual. The BMS is continually updated to achieve improvements. The System is reviewed for its effectiveness to satisfy the requirements of the Standards (including legal compliance), the company's stated Policies and Objectives and its Management Commitments.

There is one controlled electronic set of the documented System, which may be found at F/Tech Dept/QA/ INTEGRATED BMS. This is regarded as the Master Copy. It is password-controlled, enabling only the QSHE Manager to modify.

There is also one controlled hard copy, which is held by the QSHE Manager. All hard copy documents have "MASTER" stamped on in red.

Both the electronic and hard copy versions are available to company staff, and other interested parties if appropriate. ALL copies are UNCONTROLLED if printed or copied.

The requirements of the BMS include the processes needed for the System and their effective application throughout the Company. The resulting processes are detailed in the Procedures TEC QA1 – 14, TEC EM15 – 22, TEC HS 23-27, TEC-QA28, TEC-QA35 and TEC-HS36 - 37.

TEC QA1	Procedure Writing
TEC QA2	Order Receipt & Progressing
TEC QA3	Control of External Providers and Factored Goods
TEC QA4	Purchasing Plus Receipt of Customer Supplied Product
TEC QA5	Processing Storage & Despatch
TEC QA6	Product Inspection & Testing
TEC QA7	Control Calibration & Maintenance of Equipment
TEC QA8	Non-conformances
TEC QA9	Fault Analysis and Corrective Action
TEC QA10	Training
TEC QA11	Business Management System Auditing
TEC QA12	Document & Record Control
TEC QA14	Product Realization
TEC EM15	Environmental Aspects & Impacts
TEC EM16	Environmental Operational Control
TEC EM17	Communication
TEC EM20	Evaluation, Monitoring & Measuring
TEC EM21	Legal & Other Requirements
TEC EM22	Environmental Non-Conformity
TEC HS23	Risk Assessment
TEC HS24	Emergency Preparedness
TEC HS26	Incident Investigation
TEC HS27	Health and Safety Or Environmental Non-conformity
TEC QA28	Auger changing
TEC QA35	Disposal of (Waste) Stock
TEC HS36	Lock Out-Tag Out
TEC HS37	Face Fit Testing

Appendix 1 is the contents and abbreviations

Appendix 2 is the Business Management System Interaction Diagram

Appendix 3 is the company organogram

4. Leadership

4.1 Management Leadership and Commitment

The PEM is committed to the development and implementation of the BMS and continually improving its effectiveness. Such improvements include consideration of internal communication plus necessary actions taken for the enhancement of the business by producing the highest quality customer satisfaction. The PEM will ensure that the necessary human, technology and financial resources and infrastructure are in place to achieve a successful Business Management System and continued compliance to the Standards.

4.1.1 Planning

The actions taken by Parex Ltd to achieve customer satisfaction will include the planning all of its activities, products and services. This will take into account all of the risks and opportunities presented by the organisation's context, its environmental aspects and impacts, as well as the needs and expectations of all interested parties (Section 2 above). How our processes are each affected is tabulated below –

Process Number	Process Title	Interested Party	Risk or Opportunity
TEC-QA2	Order Receipt and Processing	Customer	A risk of failing to satisfy the customer. An opportunity to meet or indeed exceed the expectation of the customer, and possibly generate further sales.
TEC-QA3	Control of External Providers and Factored Goods	Parex Ltd, Customer	A risk of failing to satisfy the customer. An opportunity to encourage the external provider (supplier) to adopt our standards.
TEC-QA4	Purchasing Plus Receipt of Customer Supplied Product Procedure	Parex Ltd, Customer	A risk of failing to satisfy the customer. An opportunity to encourage the external provider (supplier) to adopt our standards.
TEC-QA6	Product Inspection and Testing	Parex Ltd, Customer	A risk of failing to satisfy the customer and/or meeting our quality requirements etc
TEC-QA7	Control Calibration & Maintenance of Equipment	Parex Ltd, Customer	A risk of failing to satisfy the customer. An opportunity of removing non- conformances
TEC-QA8	Non-Conformances	Parex Ltd, Customer	A risk of failing to satisfy the customer. An opportunity to demonstrate our professionalism; an opportunity to learn and improve.; an opportunity to exceed our requirements
TEC-QA9	Fault Analysis and Corrective Action	Parex Ltd, Customer	A risk of failing to satisfy the customer. An opportunity to learn and improve.
TEC-QA10	Training	Parex Ltd	An opportunity to improve the competency of our staff, and so the effectiveness of Parex Ltd.
TEC-QA11	Business Management System Auditing	Parex Ltd	An opportunity to improve the competency and effectiveness of Parex Ltd.
TEC-QA12	Document & Record Control	Parex Ltd	A risk of information being inaccurate and/or out of date. An opportunity to ensure the consistency and reliability of all important information.
TEC-QA14	Product Realisation	Parex Ltd, Customer	An opportunity to improve customer satisfaction and/or the number of customers.
TEC-EM15	Environmental Aspects and Impacts	Parex Ltd, Local Community, Regulatory Authority	A risk of endangering the local environment. A risk of non-compliance with Regulations etc. An opportunity to improve the local environment.

TEC-EM16	Environmental Operational Control	Parex Ltd, Local Community, Regulatory Authority	A risk of endangering the local environment. A risk of non-compliance with Regulations etc. An opportunity to improve the local environment.
TEC-EM17	Internal and External Communication	Parex Ltd, Regulatory Authority, Stakeholders, Local Community	A risk of non-compliance with Regulations etc. An opportunity to ensure the consistency, reliability and appropriate dissemination of all important information.
TEC-EM20	Evaluation, Monitoring & Measuring	Parex Ltd, Local Community, Regulatory Authority	A risk of endangering the local environment. A risk of non-compliance with Regulations etc. An opportunity to improve the local environment.
TEC-EM21	Legal and Other Requirements	Parex Ltd, Regulatory Authority	A risk of non-compliance with Regulations etc.
TEC-EM22	Environmental Non-Conformity	Parex Ltd, Local Community, Regulatory Authority	A risk of endangering the local environment. A risk of non-compliance with Regulations etc. An opportunity to improve the local environment. An opportunity to prevent a recurrence,.
TEC-EM23	Risk Assessment	Parex Ltd, Regulatory Authority	A risk of endangering staff, contractors, visitors and/or members of the public. A risk of non-compliance with Regulations etc.
TEC-HS24	Emergency Preparedness	Parex Limited	A risk of endangering staff, contractors, visitors and/or members of the public. A risk of non-compliance with Regulations etc.
TEC-HS26	Incident Investigation	Parex Ltd	An opportunity to understand how a given incident took place, discover the immediate, underlying and root causes, and how to prevent its recurrence. An opportunity to increase everybody's health and safety.
TEC-HS27	Health and Safety or Environmental Non-Conformity	Parex Ltd	A risk of endangering our staff, contractors, visitors and/or members of the public. A risk of non-compliance with Regulations etc. An opportunity to prevent a recurrence, and so enhance the safety of our staff, contractors, visitors and/or members of the public.
TEC-QA28	Auger Changing	Parex Ltd	A risk of failing to satisfy the customer.
TEC-QA35	Disposal of (Waste) Stock	Parex Ltd	A risk of non-compliance with Regulations etc. A risk of having inaccurate stock records.
TEC-HS36	Lock Out-Tag Out	Parex Ltd	A risk of endangering our staff and/or contractors. A risk of non-compliance with Regulations etc.

TEC-HS37	Face Fit Testing	Parex Ltd	<p>A risk of endangering our staff and/or contractors.</p> <p>A risk of non-compliance with Regulations etc.</p> <p>An opportunity to bring another skill in-house.</p>
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4.2 Top Management

The Operations Manager is directly involved in the management of the Business Management System. He sits on the Parex Executive Management Team, and signs off all relevant documents, such as Policies, as and when required. Key to the management of the Business Management System is to encourage and facilitate a process-based approach, coupled with risk-based thinking.

The QSHE Manager (also a member of the Parex Executive Management Team) represents senior management on a day-to-day basis, and has responsibility and authority to undertake the following:

- Ensuring processes needed for the Environmental Management System are established, implemented and maintained.
- Ensuring processes needed for the Quality Management System are established, implemented and maintained.
- Ensuring processes needed for the Occupational Health and Safety Management System are established, implemented and maintained.
- Ensuring processes need for the Responsible Sourcing Standard are established, implemented and maintained.
- Undertaking internal and assisting with external auditing.
- Corrective actions.
- Issuing and review of non-conformities for trends.
- Control of documentation and records.

The QSHE Manager will report to the PEM on the performance of the BMS and any recommendations for improvement. Such reporting may be made at the Management Review Meetings and raised in passing on a day-to-day basis. Minutes of Management Review Meetings are kept as controlled records.

4.3 Customer Focus

Customer satisfaction is initiated by the management of all contacts. This includes advice given, quotations, and orders accepted, as detailed in TEC QA2 – the procedure for Order Receipt and Processing. Such advice is exemplified by the use of Technical Data Sheets, Safety Data Sheets, product brochures, pocket guides and web-published data.

If customer requirements cannot be met due to a suitable product not being available, a decision may be made by the PEM to investigate developing a new product. Detail of the product development process is given in TEC QA14 - the procedure for Product Realisation.

Customer satisfaction is monitored through sales figures, the number of active customers, the number of new accounts opened and the number of customer complaints received. We also utilise a short customer satisfaction survey, SF2/7, periodically, as mentioned above.

4.4 Company Policies

In order to operate the business in accordance with all relevant legislation and the aforementioned Standards, Parex has established a series of policies which are authorised and signed off by the Operations Manager as and when required. These are reviewed at least annually and revised whenever necessary. These are available to interested parties upon request. They are formally ratified at the next annual meeting of the PEM.

The Policies are listed below:-

- Quality SF1/1
- Sustainability SF3/5
- Training, Learning and Development SF10/6
- Substance Abuse SF11/9
- Greenhouse Gases SF15/4
- Water Extraction SF15/5
- Life Cycle Assessment SF15/6
- Environmental SF15/7
- Transport Policy SF15/8
- Company Vehicle SF21/2
- Anti-bribery SF21/3
- Cookie Policy SF21/4
- Equal Opportunity Policy SF21/5
- Modern Slavery Act Statement SF21/6
- Health and Safety SF23/4
- Waste SF35
- Corporate Social Responsibility SF36
- Information Security SF37
- Social Media SF38/3
- Protection of Personal Data (GDPR) SF39/1

4.5 Management Review

The PEM will undertake a review of the BMS at least annually to assess its continuing suitability, adequacy and effectiveness. The PEM meetings are always minuted and made available to all interested Parex staff. As a minimum, the minutes shall document –

- a) opportunities for improvement;
- b) any need for changes to the Business Management System;
- c) resource needs.

The agenda for the Management Review Meeting will be as follows:

1. Follow up actions from the previous Management Review
2. Strategic business and resource planning –
Business performance review and key objectives for the year:
 - Were objectives achieved?
 - Objectives for coming year?
 - Risks?
 - Opportunities?
 - Strategic implications?
3. Review of Policies
4. Audit results (Internal and external), including trends, and planning
5. Results of evaluation of compliance with legal and other requirements
6. Significant Environmental Aspects
7. Feedback and communication from interested parties –
 - Staff
 - Customers
 - External providers/suppliers
 - Authorities
 - Stakeholders

- Local community
- 8. External providers (suppliers) performance
- 9. Process performance and product conformity, including complaints, and trends
- 10. Status of corrective actions
- 11. Training and Development
- 12. Internal and external changes that could affect the Business Management System: risks and opportunities.
- 13. Resource planning
- 14. Opportunities for improvement
- 15. Any other business

4.6 Safety Management Team

The company has a Safety Management Team, (SMT), consisting of the Operations Manager or his representative, the Works Manager, QSHE and representatives from the Shop-floor. The SMT meets every three months. Whilst the agenda is not fixed, a typical meeting would consist of the following items –

1. Matters arising from last meeting
2. Accidents, Near Misses and Dangerous Occurrences
3. Outstanding safety issues
4. Review of other Health and Safety Policy, Safety Objectives, including tracking, ownership.
5. Review of Emergency Response Procedures (SF31)
6. Training
7. Communication
8. Housekeeping
8. AOB.
9. Date of next meeting.