# EQS MANAGEMENT SYSTEM

# MANUAL

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# 1. INTRODUCTION

This Manual provides an overview of the Environment, Quality and Safety (EQS) Management System employed by SITA Australia Pty Ltd (SITA).  SITA operates an integrated Environment, Quality and Safety (EQS) Management System focused on delivering best practice service to its customers.  SITA has undertaken this initiative to provide confidence to organisations and customers regarding its business operations, products and services.  SITA is firmly committed to third-party certification and has designed and implemented its management system accordingly.

SITA's EQS management system is structured upon the requirements of:

- "ISO14001:2004 – Environmental Management Systems - Requirements with guidance for use",
- "ISO9001:2000 – Quality Management Systems - Requirements" and
- "AS4801:2001 – Occupational Health and Safety Management Systems - Specification with guidance for use".

Management system certification is conducted by a third party, SAI-Global, the certification body of Standards Australia, providing confidence in the commitment, application and continual improvement of SITA's EQS management systems to our senior management and our customers.

The requirements specified are aimed primarily at achieving objectives, goals and commitments stated in SITA's Environment, Quality and Health and Safety Policies.  External certification ensures and confirms that the technical, administrative and human factors are controlled and satisfies the internal managerial needs of SITA.  The system also demonstrate SITA's capability to meet the required standards of quality to customers, regulatory bodies and interested parties as well as meeting the organisations own requirements.

The EQS management system follows the "process approach" defined and promoted by ISO9001, whereby desired results are achieved more efficiently since related resources and activities are managed as a process.  The processes herein are considered in terms of adding value to SITA's overall service provision and are continually improved based on objective measurements over the years since first achieving Certification.

The EQS management system has also been structured following the "system approach to management", whereby a system of interrelated processes for a given objective have been identified, which in some cases satisfy the requirements of more than one standard ie: management review.

The EQS management system also aims at facilitating the training and induction of new staff to allow them to rapidly achieve a high level of performance, thereby allowing SITA to continue to operate at its peak performance at all times.

Continual improvement principles and the prevention of non-conformities are objectives of SITA to continually improve the effectiveness of the EQS management system with the aim of enhancing customer satisfaction by meeting their requirements. Improvement initiatives are reported upon and reviewed during regular management review meetings.

All fundamentals and vocabulary used in this manual are in accordance with those defined in the referenced standards.

# 2. OVERVIEW OF SITA AUSTRALIA PTY LTD

SITA's mission is to "Satisfy our customer's needs by providing innovative and cost effective waste management solutions". This statement is complemented with the SITA Customer Guarantee that states that "SITA will provide services which meet its customers' needs and will be performed in a safe and environmentally responsible manner".

SITA provides services in waste management (ANZSIC Code 96340) that consist of collection, transport, product destruction and disposal of industrial, commercial, refinery, medical, municipal and domestic wastes and recovery of recyclable materials from waste streams and composting operations where appropriate. Waste for disposal in dry, wet or liquid form is collected and transported for treatment, recycling and disposal under controlled conditions to approved sites.

Examples of operational functions are as follows;

- Front-Lift trucks to collect and transport compactable dry waste such as paper, plastic, cardboard, etc. in containers ranging from 1.5 to 4.5 cubic metres;
- Rear-Lift trucks to collect and transport wet waste such as food waste from hotels, restaurants, etc. in mobile carts ranging in capacity from 120 to 1,100 litres;
- Side-Lift trucks to collect and transport residential waste and recycle material.
- Roll on, Roll off collection system including hooklift, cable and dino vehicles capable of transporting bulk containers ranging from 8 to 31m$^3$ and fully sealed static compactors. Bulk open top containers are used for dense, bulky and non-compatible wastes such as timber, wood, steel, bricks and soils while compactors are suited to light to medium density wastes such as food and packaging material at large commercial facilities;
- Vacuum Tankers to collect transport and discharge of liquid and refinery waste;
- Multi-tip Marrell systems with bins ranging from 2 to 17 cubic metres to service builder's waste needs; and
- Design, operation, management and control of fully engineered landfill sites, product destruction units, transfer stations, composting and sorting facilities including long-term monitoring and maintenance of these facilities in line with government regulations and site licences.

Details for these and all work processes for operations are provided within the Procedures, Manuals, Guides and Standard Operating Procedures throughout the management system.

SITA's infrastructure includes fully equipped maintenance workshops which operate in suitable work environments to regularly service and maintain the above systems to the highest standards, thus ensuring continuing process capabilities.

Excellent customer focussed service is provided by Customer Services Centres in large depots and Administration staff in smaller depots. Sales issues, customer communication and determination/review of requirements related to the service, are handled efficiently by Sales Departments in larger depots and by Branch Managers, Operations Supervisor or Depot Supervisors in smaller depots.

All Landfill disposal operations are controlled by the Infrastructure business units which operate and manage landfills, transfer stations, product destruction units, composting and sorting facilities across all states. Management and compliance issues are managed by the Landfill Site Managers, Technical Officers and EQS Compliance Officers to ensure that site operations are conducted in accordance with Management System procedures, external regulations and licence conditions.

A chart depicting SITA's organisational structure responsible for environmental, quality and safety risk management is appended to this guide.

# 3. STATEMENT OF POLICY

## 3.1 Environment

In its Environment Policy, SITA undertakes to conduct it's business in an environmentally responsible way, preventing pollution and proactively developing environmentally sustainable activities.

SITA commits to the following;

- complying with all relevant environmental laws and other compliance requirements related to it's activities
- Setting objectives and targets to evaluate, and continuously improve it's environmental performance
- Promoting an environmentally aware workplace culture through effective communication, training and supervision
- Implementing ongoing monitoring and inspection programs ro prevent environmental damage
- Regularly evaluating it's environmental risk to eliminate, control or reduce the risk of environmental impact
- Promoting resource recovery innovation and the delivery of best practice waste management solutions
- Reducing greenhouse gas emmissions, preserving air quality, reducing noise, controlling odours and protecting and restoring biodiversity across our activities
- Engaging and listening to our communities, customer, neighbours, industry groups and regulatory authorities to limit harm to the environment and people from our activiies

## 3.2 Quality

In its Quality Policy, SITA undertakes to operate its business in a manner that consistently meets or exceeds the quality standards expected by its stakeholders; in particular, its customers, public regulators and the communities it serves.

SITA commits to the following;

- identifying the changing needs and expectations of its clients and the wider community,
- implementing processes and procedures that ensure these evolving needs and expectations are integrated with SITA's management systems,
- providing services on time, at a fair price and in a reasonable way,
- encouraging a culture of continuous improvement in its staff, and
- training all its employees and contractors to respond at all times in accordance with its Quality Policy.

## 3.3 Health and Safety

In its Health and Safety Policy, SITA undertakes to ensure that all of its operations are conducted safely at all times.

SITA's Health and Safety Policy commits SITA to the following;

- identifying and complying with all relevant health and safety laws, codes of practice, industry standards and shareholder's standards
- promoting a strong culture of health and safety awareness,
- providing a safe work environment, using safe work practices and provifing necessary safety equipment
- providing strong, accountable health and safety leadership
- adopting best practice for health and safety management and maintaining an effective health and safety management system
- establishing and monitoring measureable objectives and targets to eliminate work related injuries and illnesses that drive continuous improvement
- ensuring adequate resources are available
- providing appropriate training, competency, information and supervision of our workers
- encouraging cooperation and engagement by consulting with workers on health and safety matters
- proactively identifying, eliminating, controlling or reducing the risk of hazards
- maintaining an effective rehabilitation program to return injured employees to gainful employment

### *3.4 Other Policies*

In addition SITA has the following policies:
- Occupational Rehabilitation Program,
- Equal Opportunity Policy,
- Smoke Free Workplace Policy,
- Drug and Alcohol Policy and Procedures,
- Consultation Statements,
- Asset Management Policy,
- Surveillance Camera Policy,
- Personal Protective Clothing and Equipment Policy,
- Site Rules Warning Policy,
- Sustainability Policy,
- Fatigue Management Policy,
- Mobile device Use Policy,
- Seat Belt Policy, and
- DriveCam Policy

# 4. EQS MANAGEMENT SYSTEM

## *4.1 General Requirements*

SITA has established, documented, implemented and maintained an integrated environmental, quality and safety management system to international (ISO9001 and 14001) and Australian (AS4801) management system standards as a means of ensuring that services conform to customers' agreed requirements or specifications and stakeholders expectations.

SITA has identified and applied all the processes needed, including processes for management activities, provision of resources, product realisation and measurement; and the sequence and interaction of these processes.

Criteria and methods have been determined to ensure that both the operation and control of these processes are, and continue to be effective and that this is demonstrated throughout the management system. Both the resources and information necessary have been made available for the operation, monitoring, measurement and analysis of these processes and to implement actions necessary to achieve planned results and continual improvement of the processes.

## *4.2 EQS Management System documentation requirements*

### 4.2.1 General

As required by the standards, SITA's management system documentation includes:

(a) Statements of Environmental, Quality and Safety Policy and Objectives.

(b) Description of the integrated EQS Management System.

(c) The six mandatory documented procedures required by ISO9001 have been established, documented, implemented and maintained by SITA :
1) Control of Documents (Clause 4.2.3).
2) Control of Records (Clause 4.2.4).
3) Internal Audit (Clause 8.2.2).
4) Control of Non-conforming Product (Clause 8.3).
5) Corrective Action (Clause 8.5.2).
6) Preventive Action (Clause 8.5.3).

(d) The requirements of the ISO14001 and AS4801 have been established, documented and maintained by SITA:
1) Planning (Clause 4.3.1-4.3.4).
2) Implementation and Operation (Clause 4.4.1 to 4.4.7).
3) Checking and Corrective Action / Measurement and Evaluation (Clause 4.5.1 to 4.5.4).

(e) Management Review (Clause 4.6).

(f) Documents, including procedures, work instructions and forms, needed by SITA to ensure the effective planning, operation and control of processes, have also been established, documented, implemented and maintained.

(g) Records required by the Standards have been established and maintained to provide evidence of conformity to requirements and of the effective operation of the management system.

A comparison of SITA's integrated environmental, quality and safety management system documents with the three management system standards is appended to this guide.

### 4.2.2 Systems Manual:

To facilitate optimal use of the integrated management system, all process documents have been incorporated into one management system database within Lotus Notes.

This EQS Management System Manual provides an overview of the scope of the management system (Section 1 "Introduction"), the field of application (Section 2 "Overview of SITA Australia Pty

Ltd"), states the company's policies, responsibilities, management commitments and addresses and/or references procedures that address the elements of the respective Standards.

Interactions between the various SITA corporate and operational business units are presented in an appended organisation chart.

Due to the nature of SITA's business operations and activities, ISO9001 Clause 7.3 "'Design and Development" cannot be applied and has been excluded from the management system.

The management systems "Procedures" are the tools through which the requirements of Standards and the specific requirements of SITA are implemented.   They describe in detail, as applicable:

The purpose and scope of the activities and actions such as;
- what shall be done and by whom,
- when, where, why and how it shall be done,
- what materials, equipment and documentation shall be used,
- which records are produced as objective evidence, and
- how the records shall be controlled.

The procedures may make reference to relevant "Standard Operating Procedures" in order to amplify the procedure, detail the manner in which specific tasks are carried out or how equipment is operated.   The standard operating procedures are presented separately and define how an activity is performed, generally in far greater detail than procedures. The relevant Forms, Registers, Manuals, Plans and Guides of the management system are located within the SITA EQS Management System Database.

A table comparing the principal documents that comprise the SITA EQS Management System to the three management system Standards is attached to this Manual (Appendix 2)

## 4.2.3 Control of Documents:

"Document Control Procedure" has been established to define the document controls stipulated in the Standards.

## 4.2.4 Control of Records:

"Records Procedure" has been established to define the record controls stipulated in the Standards.

# 5. MANAGEMENT RESPONSIBILITY

## 5.1 Management Commitment

Evidence of management's commitment to environment, quality and safety management can be seen in the original commitment of the resources needed to develop, implement, certify and maintain SITA's integrated management system.

Subsequent to achieving certification, the management system's effectiveness has continually improved with wider use and support.

Continuing commitments are: -

(a) communicating to the organisation the importance of meeting customer as well as statutory and regulatory requirements;
(b) maintaining and updating the Environmental, Quality and Safety Policies;
(c) ensuring that environmental, quality and safety objectives and targets are routinely updated;
(d) conducting management reviews; and
(e) ensuring the availability of resources that includes human, infrastructure and work environment.

## 5.2 Customer Focus

SITA Australia Pty Ltd is a customer-focused organisation that depends on its customers. Senior management and staff understand our customers' requirements and are continuing to exceed our customers' expectations by continual improvement initiatives that are reported upon, reviewed during management review meetings and communicated to all staff by the relevant managers.

The "External Communication" and the "Legislative and other Requirements Procedure" ensure that customer, product, statutory and regulatory related requirements are determined, reviewed and met, and that customer communication is established and maintained.

These Procedures have been developed with the aim of enhancing customer satisfaction which is monitored, measured, analysed, reported and improved by the supporting procedures "Monitoring and Measurement Procedure" and "Incident Reporting and Corrective Action Procedure".

## 5.3 Environment, Quality and Safety Policy

Senior management has formally issued statements of policy for environment, quality and safety which are signed by the Managing Director and summarised in Section 3 of this Manual.

The Environment, Quality and Safety Policies:

(a) are both customer and employee focussed and appropriate to SITA Australia Pty Ltd,
(b) include a full commitment to comply with the requirements of appropriate standards and continually improve the effectiveness of the management system, and
(c) provide a framework for establishing and reviewing measurable environment, quality and safety objectives.

The EQS Manager ensures that the management system is communicated, understood, implemented and maintained at all levels of the organisation and reviewed for continuing suitability.

This is achieved by:

(a) inducting/training all personnel in the relevant elements of the management system,
(b) displaying the Policies at SITA's facilities and providing employee access to the management system documentation,
(c) conducting regular management system reviews, and
(d) auditing of the procedures to verify their continued maintenance, during which time providing hands-on training in the requirements of process activities and inviting suggestions for improvement.

## 5.4 Planning

## 5.4.1 EQS Objectives:

Senior management has stipulated measurable EQS objectives, which are consistent with the Environment, Quality and Safety Policies and has ensured that they are established at relevant functions and levels within the organisation.

The requirement for a review of the objectives is listed in the "Management Systems Review Procedure" (Section 6.3) and outputs from these reviews shall provide data for use in planning for performance improvements.

## 5.4.2 EQS Management System Planning:

Senior management has ensured that: -

(a) planning of the EQS Management System is carried out in order to meet the management system requirements,
(b) consulting occurs with employees to ensure EQS objectives are understood and met,
(c) the integrity of the EQS Management System is maintained by conducting organisation, process or product changes in a planned, controlled manner.

Planning for quality is inherent in the management system and staff regularly review the service provided to customers with consideration given to the following activities, as appropriate, during reviews:

(a) identifying and acquiring specific equipment, resources and skills that may be needed to achieve the required quality;
(b) ensuring activities are carried out in accordance with documented procedures by conducting regular compliance audits;
(c) developing new technology and equipment where required;
(d) identifying suitable verification stages in the service realisation;
(e) assessing the needs of customers and determining their acceptance criteria;
(f) identifying, preparing and maintaining records for all activities; and
(g) consulting with employees, staff and other stake holders regarding the implementation and requirements of the EQS Management System.

Where the above activities identify the potential for improvement, the "Incident Reporting and Corrective Action Procedure" is implemented.

## 5.5 Responsibility, Authority and Communication

Senior management have defined and communicated the responsibility and authority in order to implement and maintain an effective EQS Management System.

## 5.5.1 Responsibility and Authority:

The organisational chart shows the inter-relation of positions and functions within the organisation and the paths of responsibility and authority in relation to EQS.

A summary of the roles and responsibilities is outlined below:

Managing Director
- Has overall responsibility and accountability for Health and Safety, Injury Management, Environmental Management and Quality Management within SITA Australia
- Approve, promote and periodically review SITA's Health and Safety, Environment and Quality policies
- Ensure all relevant legislation is adhered to
- Provides resources so that EQS can be implemented effectively within the company
- Monitor and review these activities to ensure SITA is meeting the established objectives and targets
- Participate in due diligence reviews

State General Managers / Senior Executive Managers
- Provide full support to give operational effect to the Board's commitment to ensure the safety, health of workers and visitors
- Endorse, monitor and review the Safety and Environment Strategies and Action Plans including objectives and targets to ensure continuous improvement
- Participate in due diligence reviews
- Lead workers to proactively work in a safe manner in accordance with Health, Safety, Environment and Quality policies and the EQS Management System
- Demonstrate active safety leadership by being involved in safety activities, not walking past unsafe acts, engaging workers and constantly improving safety practices
- Ensure workers within the business unit are appropriately inducted, trained and competent
- Communicate EQS policies, procedures and other information as required and ensure consultation requirements are adhered to
- Understand and eliminate or minimise environment and safety risks
- Communicate EQS policies, procedures and other information as required and ensure consultation requirements are adhered to
- Participate in EQS reviews to continuously improve workplace safety and practices and provide recommendations to the Executive Committee
- Ensure the effectiveness of the EQS Managemetn System and provide recommendations for improvement

General Manager Human Resources
- Promote and periodically review SITA's Health and Safety, Environment and Quality Policies and the EQS Management System
- Ensure that the Executive Committee review the Safety and Environment Strategic Plans and periodically reviews their effectiveness
- Ensure all relevant EQS legislation is adhered to

- Provide resources, so that Health and Safety, Environment and Quality management can be implemented effectively within the company and that risks are eliminated or minimised.
- Monitor and review the EQS Management System to ensure SITA is meeting the established objectives and targets.
- Participate in due diligence reviews
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging workers and constantly improving safety and environmental practices

General Manager Environment, Quality, Safety
- Fulfil the role of designated Management Representative appointed by Senior Management to manage, maintain and report on the EQS management system performance. Document national objectives and targets in the Safety Strategy and Action Plan  and Environment Strategy and Action Plan
- Implement the Safety Strategy and Action Plan and the Environment Strategy and Action Plan and review with the Safety Council and Environment Council to monitor progress and improvement
- Participate in due diligence reviews
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging workers and constantly improving safety and environmental practices
- Facilitate the Management System Review process at a national level.
- Prepare and circulate Incident Alerts (Safety, Health and Environment Alerts) and Safety, Health and Environment Bulletins
- Ensure Corrective Actions from state audits are logged and follow up actions completed
- Coordinate Safety Council meetings and update Executive of outcomes and recommendations

State Environment, Quality, Safety Managers
- Fulfil the role of designated Management Representative appointed by the State General Manager to manage, maintain and report on the EQS management system performance for their Business Unit
- Monitor and review the implementation of the EQS Management System
- Ensure that objectives and targets from the Safety Strategy and Environment Strategy are cascaded into the state improvement plans and monitored regularly
- Brief State General Managers on EQS matters at least once a month
- Ensure Reportable Incidents are reported to the State General Manager and are investigated to determine root cause and that corrective action is taken to prevent reoccurrence
- Identify and control safety and environment risks in conjunction with the Site Manager
- Monitor and evaluate legislative compliance including operating licences, permits and other relevant legislation and communicate changes to Health, Safety and Environmental legislation. Ensure the Legislative Requirements Registers are current.
- Support and advise the business unit on EQS matters
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging workers and constantly improving safety and environmental practices
- Facilitate Business Unit Management System Review Meetings including maintaining a written record of the findings and actions.

- Schedule and conduct audits using the Audit Schedule and distribute audit reports to the responsible manager(s) and report on audit findings in the monthly report.
- Schedule and conduct EQS inspections.
- Participate in incident investigations where required.
- Ensure the health surveillance program is implemented including reviewing medical reports and report any concerns to the Site Manager.
- In consultation with the Site Manager, identify the training needs of all personnel and maintain the Training Register. Deliver training where required.
- Notify Site Managers of changes to the EQS Management System including the need for re-training.
- Manage the Injury Management and Return to Work program.

EQS Co-ordinators / Officers
- Monitor and review the implementation of the EQS Management System and provide recommendations to the State EQS Manager to continuously improve the System
- Support and advise the business unit on EQS matters
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging workers and constantly improving safety and environmental practices
- Conduct audits and inspections
- Suggest amendments to the EQS Management System and its documents and maintain document and record control
- Communicate changes to Health, Safety and Environmental legislation.
- Notify Site Managers of changes to the EQS Management System including the need for re-training.
- Review changes to legislation and determine applicability to SITA's operations.

Site/Branch Managers / other Managers
- Implement, maintain and support the EQS Management System and provide recommendations to the EQS Manager and State General Manager to continuously improve the system
- Implement the Safety and Environment Strategies including reviewing objectives and targets for continual improvement of the EQS Management System and practices
- Comply, cooperate and promote SITA's policies and procedures and support the EQS Management System
- Lead workers to proactively work in a safe manner and comply with health, safety, environment and quality policies and the EQS Management System
- Communicate and consult with workers to ensure they are kept up-to-date with any proposed changes to procedures, processes, equipment, legislative changes and other EQS matters
- Provide resources to ensure a safe and healthy workplace for all workers and visitors
- Review and implement EQS findings from audits and other reports or recommendations to improve workplace environment and safety practices
- Support SITA's injury management and rehabilitation program to facilitate an early and safe return to work for any person injured at work
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging workers and constantly improving safety and environmental practices
- Comply with and review all relevant legislation, site specific licences and permits and communicate and implement legislative changes to all workers
- Ensure all workers are inducted, trained and competent to perform their duties

- Identify, assess, control and evaluate environment and safety hazards and risks through hazard ids, risk assessments and JSEAs
- Ensure that contractors and visitors do not expose any people, property or the environment to any risk, whilst performing work for SITA
- Monitor and supervise contractors and ensure visitors are accompanied when on site
- Ensure operations are conducted according to documented operating procedures
- Ensure all workers are fit for work (not under the influence of drugs and alcohol or fatigued)
- Ensure plant and equipment is maintained in a safe condition, with guards and safety devices in place, and regular maintenance is conducted

Supervisors
- Implement, maintain and support the EQS Management System and provide recommendations to the Site Manager to continuously improve the system
- Implement the Safety and Environment Strategies including reviewing objectives and targets for continual improvement of the EQS Management System and practices
- Assist Site Manager to ensure all workers are inducted, trained and competent in their duties
- Lead workers to proactively work in a safe manner, comply with health, safety, environment and quality policies and discuss any health, safety and environment concerns
- Supervise workers to ensure that safe working practices and procedures and site rules are implemented and adhered to
- Communicate and consult with workers by participating in toolbox talks or other meetings to ensure they are kept up-to-date with any proposed changes to procedures, processes, equipment, legislative changes and other EQS requirements
- Ensure contractors and visitors do not expose any people, property or the environment to any risk, whilst performing work for SITA including monitoring and supervising contractors and ensure visitors are accompanied
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging workers and constantly improving safety and environmental practices
- Keep management informed of all matters relating to health and safety
- Ensure plant and equipment is maintained in a safe condition, with guards and safety devices in place, and regular maintenance is conducted
- Ensure that personal protective equipment is available and that workers are instructed in its use, maintenance and limitations

All Workers
- All workers must take reasonable care of their own health and safety and that their acts or admissions do not adversely affect the health and safety of other persons
- Demonstrate active safety and environmental leadership by being involved in safety and environmental activities, not walking past unsafe acts, engaging fellow workers and participate in improving safety and environmental practices
- All workers must comply and cooperate with SITA's policies, procedures, instructions and support the EQS Management System.
- Report hazards, incidents and near misses to the Site Manager/Supervisor immediately

All personnel shall, in their absence, delegate their responsibilities and authority to others with the knowledge and skills to perform the required tasks. Procedures together define the responsibility and authority of personnel for all pertinent matters, such as to:

<ol type="a" start="1">
<li>(a) Initiate action to prevent problems,</li>
<li>(b) Identify and record any systems problems,</li>
<li>(c) Initiate, recommend or provide solutions to problems,</li>
<li>(d) Verify the implementation of solutions,</li>
<li>(e) Consultation with respective workers to eliminate or reduce and likelihood of reoccurrence,</li>
<li>(f) Control further processing of non-conforming work until the unsatisfactory condition or deficiency has been corrected.</li>
</ol>

Roles, responsibilities and authorities have been defined, documented and communicated to enable effective environmental and WHS management, these are communicated through the Roles and Responsibilities Procedure, the accompanying online training module and consultation and.

## 5.5.2 Management Representative:

Senior management has appointed the EQS Manager as the "Management Representative" who carries the defined responsibility and authority that includes: -

<ol type="a">
<li>(a) ensuring that the processes needed for the management system are successfully established, implemented and maintained,</li>
<li>(b) reporting to senior management on the performance of the management system and any need for improvement.</li>
<li>(c) ensuring the promotion of awareness of customer, environmental and health and safety requirements throughout the organisation during staff induction and regular awareness sessions for current staff, and</li>
<li>(d) liaising with external parties on matters relating to the management system.</li>
</ol>

## 5.5.3 Internal Communication:

Senior management has ensured that appropriate effective and efficient communication channels have been established and implemented within the organisation between various levels and functions regarding the processes covered by the management system and interactions as stated in Section 5.5.1 above. These are documented in the "Consultation, Communication and Issue Resolution Procedure".  In addition to ad-hoc day-to-day communication, regular communication takes place during Management Review Meetings to review the effectiveness of communications within the management system.

Senior management also actively encourage staff feedback via performance appraisals conducted annually in accordance with SITA's Corporate "Performance Appraisal Procedure".

Consultation and communication of environmental and safety matters occurs at all levels of the organisation.  HS committees and regular toolbox talks are also used to discuss and convey company initiatives, concerns and planning to workers.

Notice boards and circulation of journals/magazines have been implemented and infrastructure (see Section 6.3 below) has been provided to enhance communication.

## *5.6 Management Review*

Senior management at both Corporate and Business Unit levels with executive responsibility for environment, quality and safety performance shall review the SITA EQS Management System annually as per the "Management Systems Review Procedure".

The corporate and business unit management review will consider and evaluate:
- the outcomes of previous management reviews,
- the continuing suitability of the policies for SITA and in relation to the set objectives and targets,
- the continuing suitability of the objectives and the extent to which objectives and targets have been met,
- the level of significance of environmental impact,
- the continuing suitability of the management systems components in relation to changing business conditions, changing legal requirements and other applicable information,
- the results of SITA corporate audits, third party audits and internal audits as appropriate,
- the management system documents review process and their continuing suitability,
- concerns expressed by relevant interested parties,
- adequacy of resources, and
- SITA's commitment to continual improvement.

The business unit management review will also consider:
- compliance with legal and other requirements,
- the audit schedule and priorities,
- a summary of incidents, complaints and corrective actions, and
- evaluation of changes required to the management systems.

# 6. RESOURCE MANAGEMENT

## 6.1 Provision Of Resources

Resource requirements have been identified by senior management and allocated as needed:

> (a) to implement and maintain the management system and continually improve its effectiveness, and
> (b) to enhance customer satisfaction by meeting customer requirements.

Adequacy and future requirements of these resources are reviewed regularly during management reviews in accordance with the agenda to ensure they are determined and provided in a timely manner.

## 6.2 Human Resources

### 6.2.1 General:

All Managers shall constantly ensure and verify that all personnel are competent on the basis of appropriate education, training, skills and experience.

### 6.2.2 Competence, awareness and training:

A dedicated "Induction, Training and Competency Procedure" (including competency evaluations) has been prepared to address this issue in accordance with the requirements of the environment, quality and safety System.

## 6.3 Infrastructure

Senior management has determined and provided the infrastructure needed to achieve conformity to product requirements and shall be maintained at all times.

The infrastructure provided is site specific and varies for collection depots, landfills, transfer stations, composting facilities, product destruction units and advanced waste treatment facilities. However, generally these include offices and appropriately equipped workshops that provide efficient services for the maintenance and repair of the various waste systems (i.e.: trucks and equipment).

Company vehicles are provided to managers and supervisors who perform on-road tasks.

SITA also operate service depots in some of its customer's facilities (eg: airports, hospitals and refineries).

Trucks/ site vehicles are equipped with two-way radios to communicate effectively with the main depot or site office. An on-truck waste bin weighing and reporting system and integrated billing system ("SWIFT") has been implemented across some front lift vehicles.

Supporting services such as mobile phones are also provided for staff use.

Process equipment (both hardware such as computers and software such as electronic email) has been provided to personnel as well as SITA's Intranet computer system and sales support system ("Operations Administration Sales Information System (OASIS)").

## *6.4 Work Environment*

In addition to above resources, senior management has also determined and provided suitable work environment conditions needed to achieve positive influence on motivation, satisfaction and performance of personnel in order to enhance the performance of SITA achieving conformity to product, customer and stakeholder requirements.

The "Risk Management Procedure" ensures that both Health and Safety and Environmental risks are identified, monitored and controlled.  Intermediate and long-term improvements are documented in the National Safety Strategy and Action Plan and the Environmental Strategy and Action Plan.

The "Contractor and Visitor Control Procedure" ensures that contractors working on SITA's sites conduct their activities without compromising the local environment or site safety.

# 7. PRODUCT REALISATION

## 7.1 Planning Of Product Realisation

As stated in Sections 4.1 and 5.4.2 above, all processes needed, including processes for product realisation, have been planned, developed, established and documented to ensure that the sequence of the processes will achieve the product.

For all work currently undertaken, the management system effectively forms the Quality Plan as defined at in the Quality Standard (Clause 7.1 Note 1).   Dedicated quality plans may be prepared if specifically requested by customers.

The following procedures have been prepared to address Standard Clauses 7.2, 7.4, 7.5, and 7.6 of ISO9001;

     (a) "Procurement Procedure",
     (b)  "Calibration and Servicing of Equipment".

The above procedures provide for the required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance.

Records needed to provide evidence that the realisation processes and resulting product meet the requirements would be produced as output to serve as input for the analysis of data.

# 8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

## 8.1 General

SITA has defined, planned, documented, implemented and successfully established the monitoring, analysis and improvement processes needed to: -

(a) demonstrate conformity of the product,
(b) ensure conformity and performance of the EQS Management System, and
(c) continually improve the effectiveness of the EQS Management System.

Applicable methods, including statistical techniques, and the extent of their use have been determined and presented throughout the management system

## 8.2 Monitoring And Measurement

### 8.2.1 Customer Satisfaction:

The "Monitoring and Measurement Procedure" addresses the methods for monitoring, obtaining and using customer satisfaction (and dissatisfaction) information to produce a measurement for the performance of the management system and to gauge customer perception as to whether SITA has met their requirements.

### 8.2.2 Internal Audit:

The responsibilities and requirements for planning and conducting internal audits in accordance to the audit programme, and for reporting and maintaining records have been defined in "Audit Procedure" in accordance with the environment, quality and safety Standard requirements.

### 8.2.3 Monitoring and Measurement of Processes:

Scheduled, random or ad-hoc process audits are conducted or commissioned by the EQS Manager to constantly monitor and measure, where applicable, all processes of the management system to confirm the continuing ability of each process to satisfy its intended purpose and that the results meet customers' and SITA's requirements.  The results of these process audits shall be tabled during the management reviews and improvement actions taken if required.  Effectiveness of the processes are also monitored and measured during inspection and test activities below.

## 8.3 Control of Nonconformities

Any environmental, quality or safety non-conformities identified above are addressed as outlined in the "Incident Reporting and Corrective Action Procedure".

## 8.4 Analysis of Data

SITA analyses all data, including data generated as a result of monitoring and measurement at Section 8.2 above and supplier evaluation during the purchasing process ("Procurement Procedure") in accordance with "Monitoring and Measurement Procedure".

## *8.5 Improvement*

The Management System is based on the process model for continuous improvement through the identification of requirements, planning to meet those requirements, control of process that impact on those requirements, measurement and analysis of achieving requirements, and the implementation of improvement actions.  This process approach is shown schematically in Figure 1.
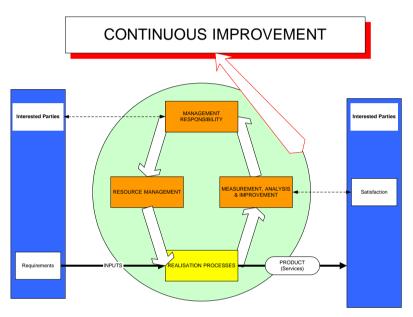


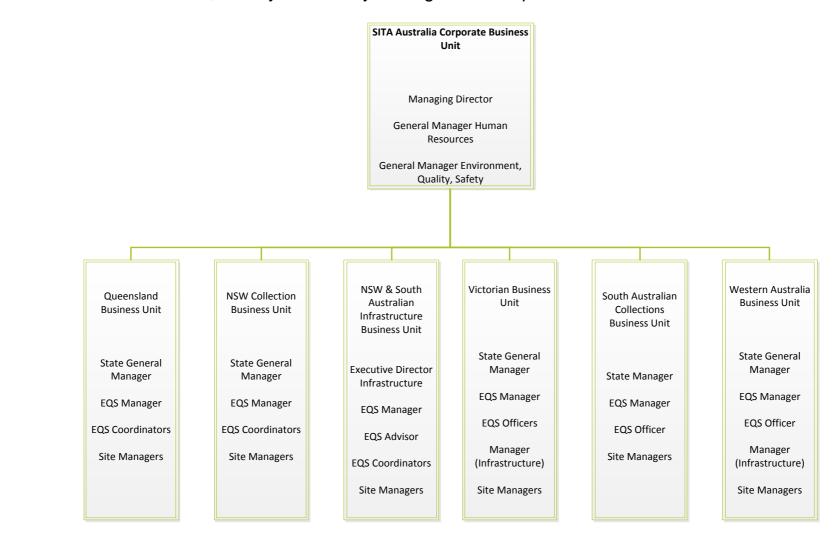**Figure 1**
**Process model for Continuous Improvement**

Continual improvements to the effectiveness of the management system shall be planned and managed in accordance with "Monitoring and Measurement Procedure" and the "Incident Reporting and Corrective Action Procedure".

All improvement actions shall be tabled for review during Management Review Meetings in accordance with the "Management Systems Review Procedure".

As mentioned above, the "Improvement Plans" control identified intermediate and long-term environmental and health and safety improvements.

# APPENDIX 1

## SITA Australia Environment, Quality and Safety Management Corporate Structure

**SITA Australia Corporate Business Unit**

Managing Director

General Manager Human Resources

General Manager Environment, Quality, Safety

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**Queensland Business Unit**

State General Manager

EQS Manager

EQS Coordinators

Site Managers

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**NSW Collection Business Unit**

State General Manager

EQS Manager

EQS Coordinators

Site Managers

---

**NSW & South Australian Infrastructure Business Unit**

Executive Director Infrastructure

EQS Manager

EQS Advisor

EQS Coordinators

Site Managers

---

**Victorian Business Unit**

State General Manager

EQS Manager

EQS Officers

Manager (Infrastructure)

Site Managers

---

**South Australian Collections Business Unit**

State Manager

EQS Manager

EQS Officer

Site Managers

---

**Western Australia Business Unit**

State General Manager

EQS Manager

EQS Officer

Manager (Infrastructure)

Site Managers

# APPENDIX 2

**SITA's INTEGRATED ENVIRONMENTAL, QUALITY & SAFETY MANAGEMENT SYSTEM**

**compared to**

**MANAGEMENT SYSTEM STANDARDS**

| SITA's MANAGEMENT SYSTEM | STANDARDS | | |
| --- | --- | --- | --- |
| | **ISO14001:2004** | **ISO9001:2000** | **AS4801:2001** |
| POL001  Environment Policy | 4.2      Environment policy | | |
| POL002  Health and Safety Policy | | | 4.2       Health and Safety  Policy |
| POL006  Quality Policy | | 5.1       Management commitment<br>5.3       Quality policy<br>8.5.1     Improvement | |
| PROC006  Risk Management Procedure | 4.3.1    Environmental aspects | | 4.3.1    Planning identification of hazards, hazard/risk assessment and control of hazards/risks |
| PROC001  Legislative Requirements Procedure | 4.3.2    Legal and other requirements | | 4.3.2    Legal and other requirements |
| REG001  Improvement Plans | 4.3.3    Objectives, targets and programme(s)Environmental management programme(s) | 5.4.1    Quality objectives<br>5.4.2    Quality management system | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | 8.4.1 | planning | | |
| | | | | 8.5.1 | Continual improvement | | |
| | | | | | | 4.3.4 | OHS management plans |
| PROC019  Roles and Responsibilities | 4.4.1 | Resources, roles, responsibility and authority | | | | 4.4.1 | Structure and responsibility |
| | | | | | | 4.4.1.1 | Resources |
| | | | | | | 4.4.1.2 | Responsibility and accountability |
| | | | | 5.1 | Management commitment | | |
| | | | | 5.5.1 | Responsibility and authority | | |
| | | | | 5.5.2 | Management representative | | |
| | | | | 6.1 | Provision of resources | | |
| | | | | 6.2 | Human resources | | |
| | | | | 6.2.1 | General | | |
| | | | | 6.3 | Infrastructure | | |
| PROC002  Induction, Training and Competency Procedure | 4.4.2 | Competence, training & awareness | | 6.2.1 | (Human Resources) General | 4.4.2 | Training and competency |
| | | | | 6.2.2 | Competence, awareness and training | | |
| PROC003  Consultation, Communication and Issue Resolution Procedure | | | | | | 4.4.3 | Consultation, communication and reporting |
| | | | | | | 4.4.3.1 | Consultation |
| PROC003  Consultation, Communication and Issue ResolutionProcedure | 4.4.3 | Communication | | 5.5.3 | Internal communication | 4.4.3.2 | Communication |
| PROC014   External Communication | | | | 7.2.3 | Customer communication | | |

| | | | | | |
|---|---|---|---|---|---|
| | 4.4.4 | Documentation | 4.2.1 | Documentation requirements (General) | 4.4.4 | Documentation |
| PROC004  Document Control Procedure | 4.4.5 | Document control | 4.2.3 | Control of documents | 4.4.5 | Document and data control |
| PROC006  Risk Management Procedure<br><br>PROC013   Contractor and Visitor Control Procedure<br><br>PROC011  Environmental Risk Management Procedure | 4.4.6 | Operational control | | | 4.4.6 | Hazard identification, risk assessment and control of risks |
| PROC005  Emergency Management Procedure | 4.4.7 | Emergency preparedness and response | | | 4.4.7 | Emergency preparedness and response |
| PROC007  Monitoring and Measurement Procedure | 4.5.1 | Monitoring and measuring | 7.6 | Control of monitoring and measuring devices | 4.5.1 | Monitoring and measurement |
| | | | 8.1 | (measurement, analysis and improvement) General | | |
| | | | 8.2 | Monitoring and measurement | | |
| | | | 8.2.1 | Customer satisfaction | | |
| | | | 8.2.3 | Monitoring and measurement of processes | | |
| | | | 8.2.4 | Monitoring and measurement of product | | |
| | | | 8.4 | Analysis of data | | |
| PROC015  Health Surveillance Procedure | | | | | 4.5.1.2 | Health surveillance |
| PROC007  Monitoring and Measurement Procedure | 4.5.2 | Evaluation of compliance | 8.2.3 | Monitoring and measurement of processes | | |
| | | | 8.2.4 | Monitoring and measurement of product | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| PROC008  Incident Reporting and Corrective Action Procedure | 4.5.3 | Nonconformity, corrective action and preventive action | 8.3 | Control of nonconforming product | 4.5.2 | Incident investigation, root cause analysis, corrective and preventive action |
| | | | 8.4 | Analysis of data | | |
| | | | 8.5.2 | Corrective action | | |
| | | | 8.5.3 | Preventive action | | |
| PROC009  Records Procedure | 4.5.4 | Control of records | 4.2.4 | Control of records | 4.5.3 | Records and record management |
| PROC010  Audit Procedure | 4.5.5 | Internal audit | 8.2.2 | Internal audit | 4.5.4 | OHSMS audit |
| PROC012   Management Systems Review Procedure | 4.6 | Management review | 5.6 | Management review commitment | 4.6 | Management review |
| | | | 5.6.1 | General | | |
| | | | 5.6.2 | Review input | | |
| | | | 5.6.3 | Review output | | |
| | | | 8.5.1 | Continual improvement | | |