



Integrated Management Manual

**Saft Ferak a.s.
Raškovice 247
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Czech Republic**

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2. AERIAL PHOTO OF Saft Ferak, a.s.



2.1 Used abbreviations

IMM – Integrated Management Manual
IMS – Integrated Management System
MFG Pro – Information System
QCM – Quality Control and Maintenance
CS – Customer Service
MRP – Planning of material requirements
CRP – Planning of capacity requirements
AT – Autonomous team
CO – Customer order
WO – Work order
PO – Purchase order
API – Annual Performance Interview
MBO – Management by objective
PMA - Prevention of major accidents

3. INTRODUCTION OF THE COMPANY

Main activities of the company Saft Ferak, a.s. relate to the design, production, and sales of industrial accumulator cells and batteries.

Joint stock company Saft Ferak was founded in 1995 in the result of joining the well-known Czech manufacturer of nickel-cadmium accumulator batteries FERAK with the French company SAFT, which has been a worldwide dominant producer of a wide spectrum of electrochemical power sources.

The production of alkaline batteries was started in the adjusted former textile object in Raškovice in 1953. The factory made then a part of the Pražská akumulátorka, n.p., Mladá Boleslav (the state owned Prague Accumulator Plant of the registered address in Mladá Boleslav). Pražská akumulátorka desintegrated in 1991 and the company Ferak, owned by the state, was founded.

The factory in Raškovice was privatised at the beginning of 1994 by the propriety limited company Alkal. However, the indebtedness of the company was too high and it was decided to sell the company to a stronger investor. The subject found in 1995 was the company Saft.

Besides traditional production of FERAK brand name accumulators, company has been producing also accumulators under SAFT, ALCAD, NIFE, NICA, EMISA and FRIWO brandnames, which are used for starting locomotives, as backup sources for carriages, trams, and trolleybuses as well as in many other applications, including stationary. Since 2008 Saft Ferak a.s. has been producing also block batteries in standard or low maintenance design.

Main customers include especially the Czech Railways and other railway companies abroad. Most products are exported, mostly to USA, Great Britain, Belgium, Italy, Spain, Slovakia, Poland, Ukraine, Russia, South Africa, Singapore, Korea, and Japan.

There was launched assembly of batteries based on lithium technology.

Saft Ferak, a.s. is situated at the edge of the industrial zone of the City of Ostrava, 14Km from the City of Frýdek Místek, at the foothills of Beskydy. It is located in the registration area of the Municipality of Raškovice, on the left bank of the River Morávka. The company rents its commercial office in Prague.

4. INTEGRATED MANAGEMENT SYSTEM

4.1 General requirements

The integrated management system prepared within this Manual has been organised in accordance with ČSN EN ISO 9001:2009 and ČSN EN ISO 14001:2005 in four basic parts as shown in Figure No. 1

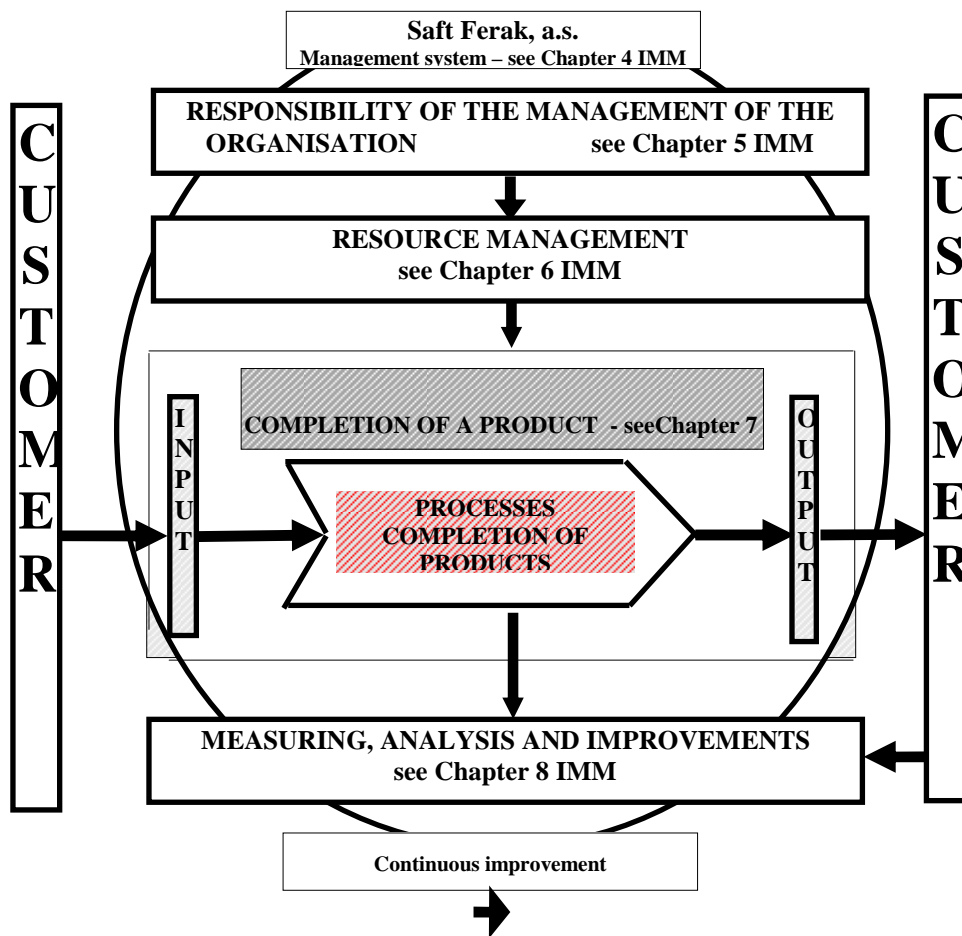


Fig. 1

The Integrated Management System of the company includes:

- IMS prepared within specific programmes, goals, principles, and approaches for all workers,
- Determined authorities and responsibilities for company workers within their work descriptions, focussed on the IMS fulfilment,
- Maintenance of the standard qualifications of all workers, which is necessary for the quality completion of their work tasks,
- Preparation of an efficient informative IMS,
- Planning of the quality level for the completion of products,
- Continuous and systematic verification of the IMS efficiency, evaluations, the acceptance of provisions for improvements in its efficiency.

The scope of the validity of IMS is given by the scope of activities and company processes, which IMS is applied on. The following Figure No. 2 illustrates, in a schematic way, the processes, through which orders inside the organisation are completed, but also their interfaces with customers and other external organisations, which the company communicates with during the execution of activities.

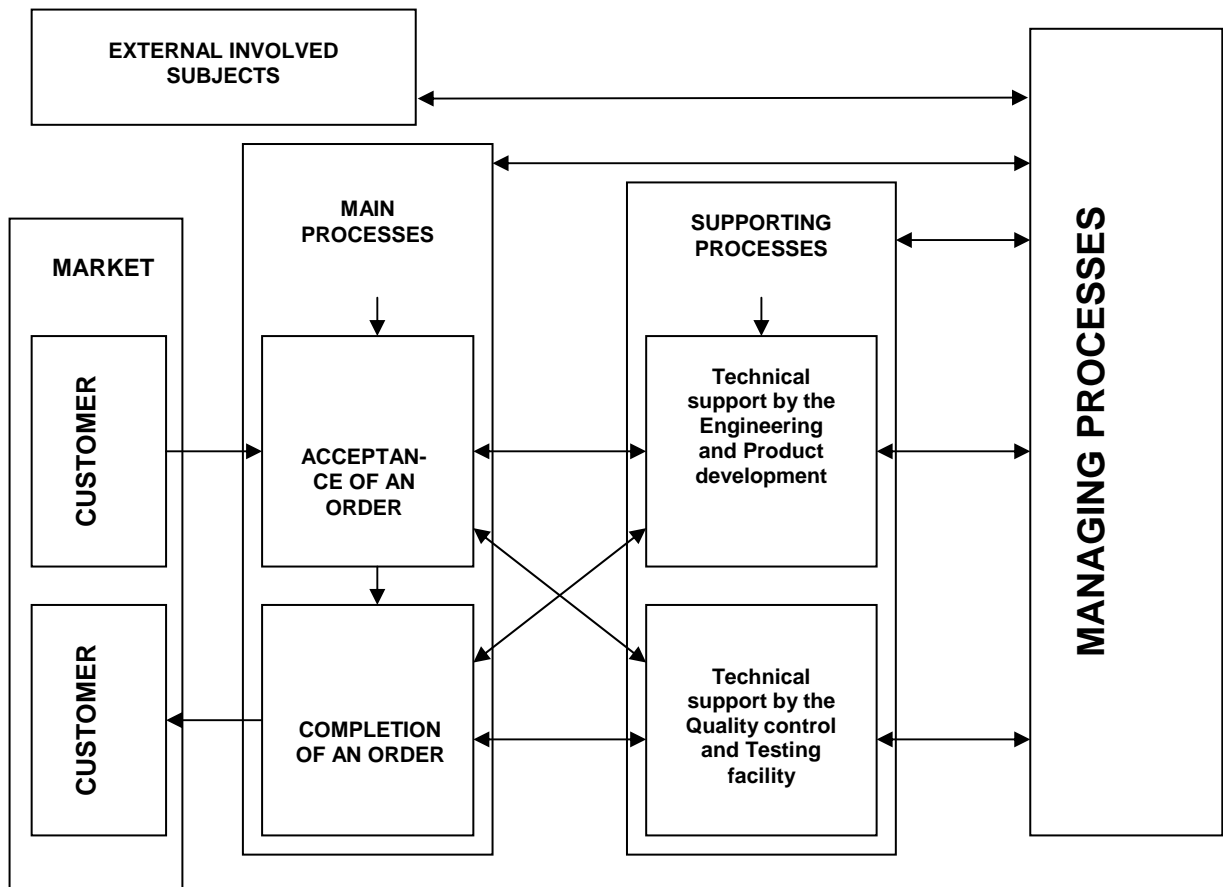


Fig. 2

Main processes	Number of the paragraph in IMM	Indicators
Order acceptance	5.2; 7.2	See Fig. 3, Chap. 7
Order completion	7.4; 7.5	See Fig. 3, Chap. 7
Supporting processes	Number of the paragraph in IMM	
Product design and development	7.3	std. costs, design costs
Process design and development	7.3	std. costs, design costs
Internal audit	8.2.2	The number of corr. actions
Monitoring and measuring of processes	8.2.3	Cpk Level of not complying products
Monitoring and measuring of products	8.2.4	Parameters, acc. to PP 011
Management of not complying products	8.3	Level of not complying products
Corrective actions	8.5.2	Number of corr. actions
Preventive actions	8.5.3	Number of preventive actions
Managing processes	Number of the paragraph in IMM	
Strategic planning	5.3; 5.4	Profit/Loss Productivity, fixed costs
Establishment of the organisation structure	4.1; 5.5	
Establishment of responsibilities and authorisations	5.5	
Management of documents	4.2	
Planning of processes	5.2; 7.1	
Inspections by the management	5.6	
Establishment and assignment of resources	6.1; 6.2; 6.3; 6.4	
Qualification, awareness, and training	6.2.2	
Management of monitoring and measuring equipment	7.6	
Monitoring of the client satisfaction	8.2.1	
Improvements	8.4; 8.5.1	

It is responsibility of competent Saft Ferak a.s. employee to manage outsourced processes. When outsourced process is applied, it is always assured process management and control so the conformity to all customer, statutory and regulatory requirements are met.

4.2 Documentation requirements

4.2.1. General requirements on documentation

IMS documentation makes up a set of work regulations, which serve for the organisation of planning, organising, controls, management of the main process (with the output of the final product), and supporting company processes. The mutual interconnection of these work regulations is described in this Integrated Management Manual. The organisation structure is resolved within the Organisation Code.

Documentation of IMS has got 3 levels and consists of:

1st level:

Integrated Management Manual – it explains in which way the company fulfils requirements included in standards ČSN EN ISO 9001:2009 and ČSN EN ISO 14001:2005.

2nd level:

Work regulations and Operation Codes – these document quality management processes and processes, which influence, or might influence the environment. There are individual steps of processes and responsibilities documented.

3rd level:

Production regulations, quality plans, technical specifications, SMED regulations and drawing documentation.

The external documentation also makes a part of the IMS documentation and it consists of:

- Technical standards,
- Legal and other requirements.

Related documents:

PP 048 Organisation code

4.2.2 Integrated Management Manual

The preparation of the Integrated Management Manual belongs among the responsibilities of the management representative for the integrated management. General Director of the company approves the Integrated Management Manual. When the management representative agrees, copies of the Integrated Management Manual may be given also to the company customers. Such copies must carry the label "Not controlled documentation".

Any changes in the Manual are done in accordance with PP 001.

Related documents:

PP 001 General management of documents

4.2.3 Control of documents

Documents related to the management system must be inspected, from the point of view of their suitability, and approved by authorised workers before their issue and insertion into the system. The authorised distributor distributes approved documents and withdraws expired copies. He follows the Work Regulation PP 001.

Any changes in documents or data must be inspected and approved by the same functionaries, who inspected and approved them originally.

Regulations, which apply for the internal documentation, apply also for the management of external documentation. In order to keep the management of external documentation minimal, external documents are preferentially processed for the internal documentation.

Production & Technology department, together with an external firm, distributes and actualises standards.

Related documents:

PP 001 General management of documents

PP 003 Production and Technical documentation and data management

PP 030 Documents archiving

4.2.4 Control of records

The term "Management of records" indicates:

- Identification
- Collection
- Registration
- Approaches
- Storage
- Maintenance
- Safe keeping and
- Settling of defined records.

There have been places for storage, for the duration of established periods, determined as well as ways of the analytical processing and informing of the relevant positions. See the Register on the address: **Ntserver/Public/ISO/Záznamy**.

5. RESPONSIBILITY OF THE ORGANISATION MANAGEMENT**5.1. Undertaking by the company management**

The management of the joint stock company Saft Ferak undertakes:

- To inform and maintain the awareness of the importance of the observation of customer requirements, legal requirements, and regulation requirements,
- To create the policy of integrated management, to create goals and plan them,
- To continuously improve the integrated management system,
- To organise periodic inspections of the integrated management system by the management,
- To organise resource accessibility.

The company management creates and maintains the environment, in which workers can achieve established goals. The planning of goals stresses the need of continuous improvements of products, processes, and the protection of environment in such a manner that it allows for increased production, skills, the satisfaction of employees, the satisfaction of external parties, and the long-term profitability.

The management of the company Saft Ferak, a.s. wishes to provide customers with service, where the stress is put on the quality and fast provision, for an appropriate price. The company wants to be a perspective employer of real professionals, to act in accordance with interests of its shareholders, and to create an appropriate profit.

Integrated Management Policy/vision of Saft Ferak a.s. is described in document "Integrated Management Policy/vision of Saft Ferak a.s.", which is available on the address of NT server/Public/ISO/Politika integrovaného managementu.

Related documents:

- Integrated Management Policy/vision of Saft Ferak a.s.

5.2. Customer focus

The evaluation of customer needs and their expectations is done at different process levels.

Firstly, the IBG Marketing department located in Bagnolet, in France (which is subordinate directly to the Saft company management) collects the needs and expectations of customers. These needs and expectations are then analysed by this Marketing department and reprocessed into data, which make up inputs for the defining of the production policy.

A Strategic Plan is then created at meeting of MPDP (Master Product Development Plan).

Customer requirements are defined and formalised during the planning phase of the contract proposal, during the inspection of a contract (an order) at the latest.

The level of the customer satisfaction is analysed in the final stage.

The environmental aspects are evaluated at least ones during a year on Management Review Meeting.

Related documents:

PP 047 – Measuring the customer satisfaction

EN 014 - Environmental aspects and their assessment

5.2.1 Legal and other requirements

Examination of requirements of other involved parties also takes place. The list of legal requirements and of responsible employees of Saft Ferak, a.s. is publicised on the address:

NTserver/Public/ISO/Pravni_pozadavky. Meeting legal and other requirements is regularly evaluated.

The ecologist maintains the Work Regulation EN 026 "Creation and maintenance of the Register of Legal and Other Requirements", which contains in detail described legal and other requirements resulting mostly from the requirements included in ISO 14001.

Production & Technology department, together with an external firm, distributes and actualises standards.

Officer in the mailroom transfers requirements and decisions of the state administration and self-administration to the General Director or to other responsible manager.

Related documents:

EN 026 Creation and maintenance of the Register of legal and other requirements

List of legal and other requirements

5.3 Integrated Management Policy

It is desirable that the Integrated Management Policy is known and understood by every employee in order to ensure the achievement of targeted goals.

The Integrated Management Policy of Saft Ferak, a.s. states the following:

- We, the employees of Saft Ferak a.s., would like to continuously provide the values to our clients, business partners and shareholders.
- The assistance of Saft Group is a reliable warranty for long-term relations, up-to-date technology and worldwide support.
- By continuous improvements, modernisation and flexibility, the customer is given the product that fully meets his needs.
- We make good use of operating in a new EU member state with an industrial tradition.
- The key to success is having motivated and responsible employees. Our priority is to contribute considerably to their development.
- We foresee and minimise environment impacts for all our activities. We use the natural resources and raw materials to the best of our knowledge.
- Quality is a must for us.

The Integrated Management Policy has been published at the address: Ntserver/Public/ISO/Politika, in several places in the area of Saft Ferak, a.s. and on internet pages.

Related documents:

Integrated management policy

5.4 Planning

5.4.1 Quality goals, environmental goals, and targeted values

Basic plans and directions for the activities of Saft Ferak a.s. are regularly every year worked out into specific, measurable and achievable goals, which are part of department business plans. The goals are then processed into partial projects and actions for individual departments and their fulfilment is continuously evaluated at all company levels and appropriate provisions are decided, when any deviations from the established goals are found. The actual situation is at the server address: NT server/Public/Podnikatelské plány.

Related documents:

-

5.4.2 Quality planning

The meaning of the quality planning is the evidence of the fact that the company plans its processes in order to ensure the coverage of customer needs and requirements in accordance with the Policy of integrated management and established goals. The planning of quality includes the main processes – Acceptance of an order and Completion of an order and ensures, at the same time, partial processes with the aim of their continuous improvements. It basically means that customers get their ordered goods in time, according to the agreed date and design in the agreed quality and for the agreed price. The actual situation is at the server address: NT server/Public/Programy. The way how are the requirements for IMS planned and fulfilled is defined and documented in particular chapters of IMM and linked documents.

5.5 Responsibility, authority, and communication

5.5.1 Responsibility and authority

Responsibilities and authorities are described in the Organisation Code of the company.

5.5.2 Management representative

The management representative responsible for the integrated management is also responsible for the introduction, maintenance, and improvements of the Integrated Management System. His main task is to ensure that the Integrated Management System is created, applied, and maintained in all Sections and workplaces.

The management representative for the Integrated Management is also responsible for:

- Co-ordination of the creation, utilisation, maintenance, and further improvements in the Quality Management System, according to ISO 9001 and ISO 14001,
- Presentation of reports of the company management, which re-evaluate the efficiency of IMS,
- Co-ordination and supervision of the process interconnection,
- Finding other feedback mechanisms, which have their positive impact on the product quality management, processes, and the protection of environment,
- Reporting the IMS functionality to the company management as the material for re-evaluation and improvement of IMS,
- Negotiations and organisation of certificates in co-operation with external advisors and auditors,
- Support of the awareness of the importance of customer requirements.

The management representative has got the following authorisation for the execution of his function:

- In the area of Integrated Management System, he has got the authority to order at the level of the General Director of the company.

The protection of environment has been delegated to the ecologist, who manages the Environment section, which belongs within the Quality & Environment department.

The scope of responsibilities is as follows:

- Utilisation of legislative provisions from the area of the creation and protection of environment.
- Representation in meetings with bodies of the state administration, which relate to the protection of environment.
- Creation and maintenance of the unified system of creation and protection of environment.
- Co-ordination of collection, sorting out, liquidation, or disposal of wastes, the function of a Waste Manager.
- Water management.
- Execution of inspection activities in the following areas:
 - Air protection
 - Wastes
 - Water management

Related documents:

PP 048 Organisation code
Job descriptions

5.5.3 Internal communication

Internal communications between two different levels takes place in accordance with the kind and importance of information at work meetings and in conferences, in personal discussions, within e-mail, on information boards, over the telephone or fax.

Kinds of conferences and the latest dates for their organisation:

- MPDP meeting – once a year,
- Product review meeting – once every three months,
- Management review meeting – once a year,
- ~~- Management meeting – once every three months,~~
- Business plans meeting – once every four months,
- Indicators meeting – monthly,
- Quality meeting – monthly,
- Management meeting with autonomous teams – once every four months ,
- Logistics meetings - weekly

Every employee within the area of environment is obliged to transfer to the ecologist information about activities executed within the company and facts, which could adversely effect the environment, or which are in dispute with the environment protection system. All notices, initiatives, or complains of employees shall be directed towards the ecologist, possibly through the EMS box. The ecologist inspects the box once a week. The ecologist then decides, after consulting with the representative for integrated management, on further process. All such initiatives are documented in the Initiative and Complaint Book, which stays with the ecologist.

Managers of departments are obliged to organise the circulation of information within their departments and to ensure, in an evidenced way, that all subordinate employees are aware of the issued instructions.

5.5.4 External communication

A big stress is also put on **external communications**. This category includes communications with customers, Banks, insurance companies, region citizens, environmental initiatives, and with representatives of the state administration and self-administration.

Initiatives from external involved parties, which relate to the environment, must be transferred to the ecologist. He decides about further process and possible reaction to it after consulting with the representative of the company management for the integrated management. Such an initiative could be also a customer note or complaints, or a company activity impact on environment or human health related to the public. All such initiatives are documented. In the case of absence of the ecologist, the representative of the management looks after the communication. The representative of the management organises external communications also during official events and during the communication with foreign subjects abroad.

Communication with supervisory bodies active in the area of the protection of environment and with bodies of the state administration and self-administration takes place within the framework of responsibilities described in EN 016.

Related documents:

PP 048 Organisation code
EN 017 Monitoring and measuring
PP 055 Communication

5.6 Management review

The Integrated Management System is subjected to regular inspections by the company management. Individual departmental Managers prepare materials for the inspections. The representative of the company management collects them.

The system is regularly re-evaluated, at least once a year, at the Management review meeting, which discusses at least the following agenda:

- Results of internal audits,
- Customer feedback,
- Process performances,
- Compliance of products,
- Situation in preventive actions and corrective actions,
- Consequent actions from the previous management review,
- Changes, which might influence the Integrated Management System,
- Improvement recommendations,
- Evaluation of environmental goals,
- Evaluation and follow up of the efficiency of the environmental management system,
- Meeting legal and other requirements,
- Communication with external parties including complaints
- Environmental profile evaluation
- Prevention of major accidents system.

The outputs of the Management review meeting are the minutes, which include at least a decision and responsibilities for the improvement of the Integrated Management System efficiency, including its processes of product improvements in relation to customer requirements. Decisions on resource requirements are also included there.

6. RESOURCE MANAGEMENT

6.1 Organisation of resources

The company management provides for satisfactory resources for the maintenance of the Integrated Management System. The top management of Saft Ferak, a.s. identifies, plans, and manages the resources for the organisation of a functional Integrated Management System. The General Director is responsible for their organisation. The organisation of the resources is based on results of previous periods, the long-term company vision, the Policy of Integrated Management, and on the established goals. It is specifically worked out in the annual investment plan and in budgets for individual departments.

The following belongs among the key company resources, which influence in an essential way the process quality and the protection of environment:

- Qualified and able workers,
- Instruments, tools, and other equipment,
- Programme equipment,
- Internal auditors.

Related documents:

Annual Investment Plan
Budgets of the departments

6.2 Human resources**6.2.1 General**

Saft Ferak, a.s. ensures that all employees, who execute works, which influence the product quality and the protection of environment, are qualified on the basis of their appropriate education, training, skills, and experience.

6.2.2 Competence, awareness, and training

Manager of the Human resources department prepares in co-operation with managers of other company departments the Training (Education) Plan.

Relevant Section Managers then select the way of training of individual employees, according to the requirements on qualifications and vocational skills. The selected employees are trained or re-qualified on the basis of these requirements, according to PP 053 Recruitment and hiring employees. Manager of the Human resources department approves the Training (Education) Plan.

The Human resources Administration section looks after the registration of undertaken training, higher qualifications and on-the-job training.

The efficiency of the training system is evaluated during annual interviews organised with selected employees.

Employees from companies, dealing at Saft Ferak's site for longer time, are taught about Integrated Management Policy, environmental aspects and environmental minimum.

All employees are annually evaluated (API, MBO, certification, competences model). Results are used to create Training Plan.

Related documents:

PP 050 Motivation
PP 051 Education
PP 056 Global planning HR
PP 057 Evaluation of employees
PP 052 Termination of employment
PP 053 Recruitment and hiring employees
PP 059 Wages

6.3 Infrastructure

Manager of Quality control and Maintenance department is responsible for the infrastructure in Saft Ferak, a.s.

Manager of the IT Section, belonging to the Financial department, is responsible for the information network.

The quality of production equipment is ensured in such a manner that the quality of each production operation is observed:

- By the execution of preventive inspections of machines and equipment and by controls of devices and tools before they are released to the production and during their life span, according to PP 023.
- By regular calibration of measuring instruments, measuring and control device, according to PP 002.

Related documents:

PP 002 Metrological Code

PP 023 Maintenance of machines in preventive care

PP 033 Purchasing and using of information technology

EN 030 Guidelines for activity of fire guard

EN 032 Internal procedure for organisation of fire safety

EN 036 Defining of conditions for fire safety

EN046 Fire regulations for alkaline accumulators workshop

EN 047 Fire regulations for flammable liquids storage

EN 048 Fire regulations for technical gases storage

6.4 Work environment

Management of the company is responsible for the planning and organisation of the work environment and work equipment in Saft Ferak, a.s. in the following main areas:

- It decides on acquisitions related to any tangible or intangible assets,
- It decides on the utilisation of assets, their reconstructions or liquidation,
- It evaluates the effectiveness of individual resources.

The work environment is kept on the level which is needed for quality assurance on proper work stations.

Cleaning is regularly performed by employees or by external company. It is regularly evaluated during 5S audits.

Safety requirements are stated at PP 054 and EN 035.

Related documents:

PP 054 Health and safety at work

EN 035 Providing of personal protective equipment

7. COMPLETION OF A PRODUCT

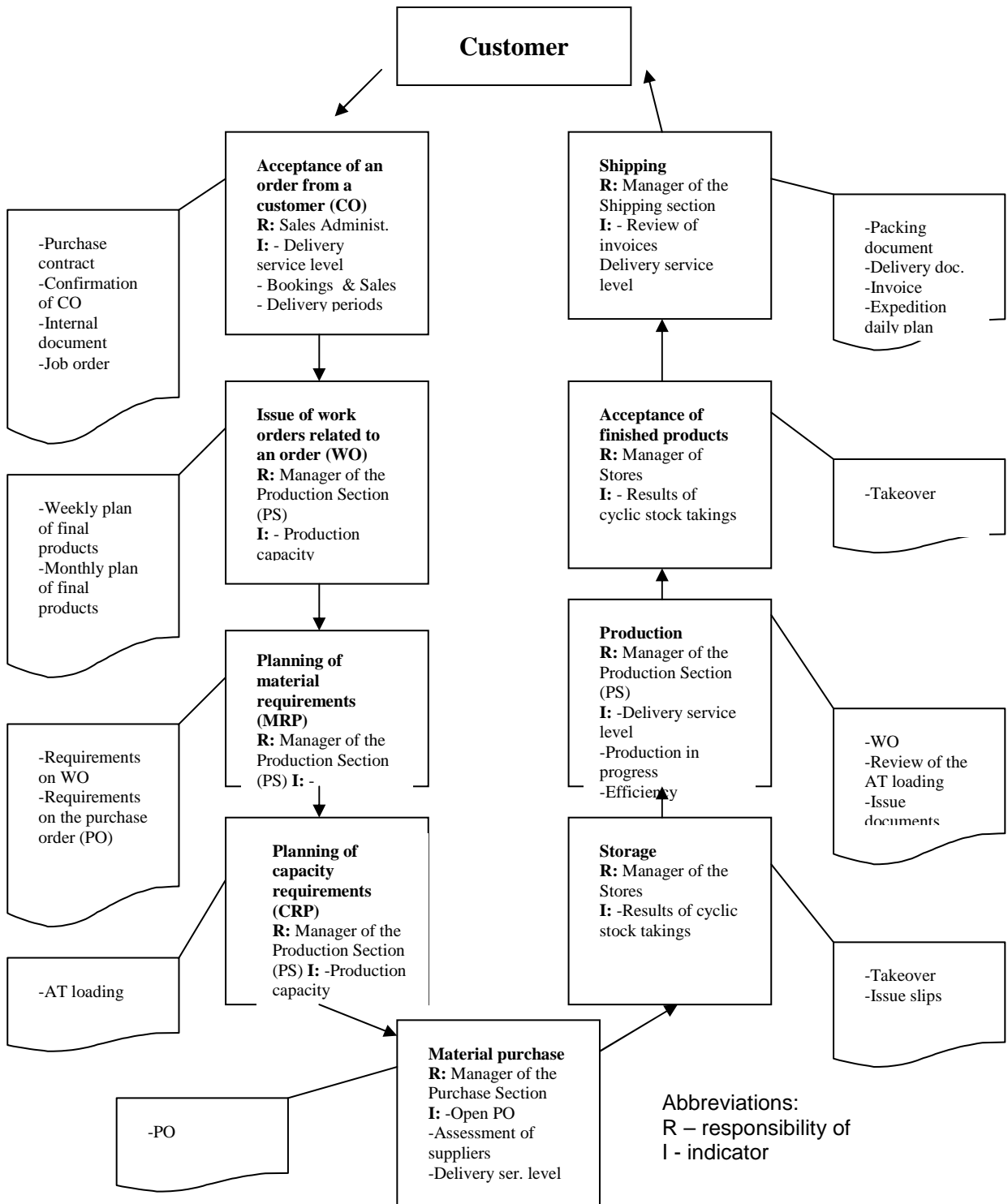


Fig. 3 Main processes – acceptance of an order - completion of an order

7.1 Planning of the product completion

The description of activities described in this Chapter determines the scope and contents of activities connected with the verification of product compliance with established requirements. Principles and processes described in this Chapter are valid for employees, who participate in the main company processes.

Employees in the Customer service department accept customer orders and verify them, according to PP 012 Order processing.

They control basic data in orders. When the data are not compatible with established conditions, the relevant dealer, or customer is contacted.

The evaluation from the completion point of view follows. When standard delivery period and standard design are required, the order is confirmed. The production then takes place in the standard way.

In the case of non-standard orders, consulting takes place at regular daily logistics meetings. Representatives of the Customer service, section Technical Control and Test Laboratory, the Purchase Section, Production Manager, Shipping Manager, and Stores Manager attend these meetings. The company ecologist inspects environmental requirements. Any deviations from the standard design are documented in the internal document by employees from the Customer service department.

Non-standard orders are treated in contracts. A special Technical specification may be agreed on with the customer. Requirements from this Technical specification are then transferred into relevant production regulations.

The planning takes place in accordance with PP 041 Issue of work orders on an order. Internal documents and order documents are transferred at the meeting of logistics and they are inserted in the MFG Pro information system on the same day. The outputs are weekly and monthly plans of final products. There is under preparation improvement of efficiency by skipping of internal documents.

The planning of material and capacity requirements takes place in accordance with PP 042 Planning of production and purchase requirements.

Related documents:

PP 012 Order processing

PP 041 Issue of work orders on an order

PP 042 Planning of production and purchase requirements

7.2. Customer related processes

7.2.1 Establishment of product related requirements

Requirements specified by a customer, including those not specified by the customer but considered necessary, are defined in the process of MPDP (Master Product Development Plan) preparations, in the re-evaluation of the contract and the order. Obligatory requirements by law and conditions of Saft Ferak, a.s. (possibly of Saft) are included in the above.

The IBG Marketing department located in Bagnolet, in France prepares MPDP. Dealers within the commercial network of Saft re-evaluate contracts. As both is outside the effective influence of Saft Ferak, a.s., more detailed description is not described in this Integrated Management Manual.

Communications with the IBG Marketing department take place also at Product review meetings, which are attended by representatives from departments Quality & Environment and Production & Technology. Requirements on products and services of Saft Ferak, a.s.(including environmental requirements) are specified there.

Related documents:

PP 012 Order processing

7.2.2 Review of requirements related to the product

The relevant officer from the sales administration section re-evaluates and clarifies an order before it is finalised (including any additional changes and environmental requirements), according to PP 012 Order processing. Only so treated orders are transferred to the Production & Technology department for further processing and completion.

Related documents:

PP 012 Order processing

7.2.3 Customer communication

External customer communications take place through the Customer service department within the commercial network of Saft, and in some cases indirectly.

In some cases, the web pages <http://www.saftbatteries.com>, or <http://www.saft-ferak.cz> can be utilised.

Related documents:

PP 019 Management of customer claims

PP 047 Measuring of external customer satisfaction

PP 013 Shipping

7.3 Design and development

7.3.1 Design and development planning

Soft Ferak, a.s. plans and manages product and process designs. During design planning, the following is determined:

- Design stages,
- Re-evaluation, verification, and validation,
- Responsibilities and authorities.

Design stages (Articles 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.3.5, 7.3.6, and 7.3.7) are documented in the Work Regulation PP 036 Product and process design. The company ecologist also participates in these processes. She assesses the design from the ecological point of view.

Related documents:

PP 036 Product and process design

7.4 Purchasing

7.4.1 Purchase management

Purchasing means the acceptance and verification of requirements on a purchase, the issue of an order, the product takeover, and the transport to the final destination. The Purchasing Section gets requirements on purchases daily after starting MRP in the MFG/PRO system. The organisation of transport, customs service, and price and factual invoice inspection make also parts of the purchasing process. When a deviation from specific requirements is found, products are marked and stored separately so that they cannot be interchanged. Further process is described in PP 037 Purchases of materials.

Suppliers are selected and regularly assessed, according to the process described in PP 017 Selection and assessment of suppliers.

Related documents:

PP 037 Purchases of materials

PP 017 Selection and assessment of suppliers

7.4.2 Information about purchases

Manager of the Purchasing Section is responsible for the completeness of the documentation concluded with a supplier.

Lists of documents are prepared and they are given to the supplier. Each supplier confirms in writing the document takeover. These confirmations are put into the archive.

The Engineering section establishes specifications of purchased materials in the form of Material

Specification. The Purchasing section determines the purchase conditions. The ecologist determines environmental requirements.

In the case of some supplied materials and components, referential samples must be approved. Referential samples are organised by the Purchasing section, while the Incoming inspector controls and approves them after possible consulting with the Engineering section.

Employees, who order external services for the production process and for accompanying activities of the production process, must insert into contracts concluded with suppliers the Environmental Minimum, which is issued by the ecologist. The Environmental Minimum includes, among others, the requirements on the observation of environmental principles and the requirements on the liquidation of wastes, which occurred in a result of the supplier's activities. The Environmental Minimum has been publicised in its actual form at the server address **NT server/ Public/ ISO**.

7.4.3 Purchased product verification

The quality control of parameters takes place with individual supplies of purchased materials and components. The Incoming inspector allows only complying supplies into the production process. The process of activities is described in PP 008.

Results from incoming inspections are recorded and the records serve for the monitoring of supplies' quality by individual suppliers and make one of the materials for the assessment of suppliers, according to PP 017, or as the material for corrective actions taken in the area of entering materials.

When a delivery does not comply, it is marked or separated in the space for not complying products. Further process of activities is described in PP 016.

Purchased components, which are entering processes in Saft Ferak, a.s. without the entering controls within the PQA mode are governed by PP 035 Organisation of product quality - PQA.

There are customer audits, according to PP 035, organised in selected suppliers.

Related documents:

PP 008 Incoming inspection

PP 017 Selection and evaluation of suppliers

PP 016 Management of suppliers' claims

PP 035 Organisation of product quality - PQA

7.5 Production and service provision

7.5.1 Management of the production and the service provision

The production plan consists of an assortment of cells, batteries, and spare parts manufactured within the given month. It is prepared on the basis of requirements (internal documents, order documents) from the Customer service department.

The set up of the production plan of final products for the given month is prepared by the MFG/PRO system on the basis of manually inserted work orders. The detailed process is described in PP 043 Production.

Information, which specify characteristics of products and the production process are in the technical documentation at the relevant workplaces.

The suitability of facilities utilised within the production process is verified regularly during preventive inspections.

Monitoring and measuring places for the releasing of products for the shipping are defined in the relevant production regulations and in work regulations.

The internal information system serves for transfers of data and information necessary for the company activities between individual users and for their safe and fast saving. Regulations related to the utilisation of the internal information system are established in the work regulation PP 033 Use of the computing technology.

Protection of environment is resolved in some work regulations, which include references to EN003 Emergency Code, EN005 Waste handling, EN016 Emergency Plan, EN017 Monitoring and measuring, and EN018 Cleaning. It is also in EN023 Industrial waste-water treatment plants and in EN033 Biologic waste water treatment plant.

The handling of chemical agents and preparations is governed by production regulations for operations determined for individual activities, by warehouse operation codes, instructions included in Safety documents and in EN002 Operation Code for the handling of hazardous chemical agents and materials.

The ecologist is responsible for the insertion of legal and other requirements into these documents. Personal protection work equipment, which can be, in some cases, contaminated with oils, fats, or chemicals are collected and liquidated in accordance with processes described in EN 005 Handling of wastes.

Measuring and monitoring of energies are described in EN 017 Monitoring and measuring. The Maintenance manager is responsible for the assessment of energy consumption and its effect on environment.

External companies operate cleaning activities, provide for catering, washing, and security service in the area of Saft Ferak, a.s. Environmental impacts of their activities are resolved in EN 018 Cleaning.

An external company provides for the servicing of products after the warranty on behalf of Saft Ferak, a.s. It has its own facility in the area of Saft Ferak, a.s. The company is bound by a contract to observe all environmental requirements of Saft Ferak, a.s..

An external firm – the supplier of metal parts, leases a workshop of the eccentric press. The company is bound by a contract to observe all environmental requirements of Saft Ferak, a.s.

Saft Ferak, a.s. pays a rent for the office of its Commercial department in Praha. The contract concluded between Saft Ferak, a.s. and the leaser organises cleaning, including the removal of wastes.

Related documents:

PP 043 Production

PP 023 Maintenance of machines, equipments and tools under preventive care

PP 031 Pressure vessels and steam boilers

PP 033 Use of the computing technology

EN 001 Operation Code for the deionizing station

EN 002 Operation Code for the handling of hazardous chemical agents and materials

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EN 003 Emergency Code for situations, when the water quality is threatened
EN 005 Handling of wastes
EN 006 Operation Code for operations and maintenance of separators
EN 007 Local Operation Code – Industrial medium-pressure gas duct for natural gas utilised by gas facilities in Saft Ferak, a.s.
EN 008 Local Operation Code – Industrial low-pressure gas duct for natural gas utilised by thermal radiators RADIANT with the intake line for boiler room in Saft Ferak, a.s. Raškovice
EN 009 Local Operation Code – Low-pressure gas boiler room of Category III for hygienic loops in Saft Ferak, a.s.
EN 010 Local Operation Code – Low-pressure boiler room of Category II with natural gas intake line leading to the production hall in Saft Ferak, a.s.
EN 011 Local Operation Code – Low-pressure gas boiler room of Category III in Saft Ferak a.s
EN 012 Local Operation Code – STL Steam generator unit CERTUSS JUNIOR 300 with the natural gas intake in Saft Ferak, a.s.
EN 013 Local Operation Code – Pressure station argon + distribution
EN 014 Environmental aspects and their assessment
EN 016 Emergency Plan
EN 017 Monitoring and measuring
EN 018 Cleaning
~~EN 020 Storages I to IV, the storage of flammables, the storage of chemicals, the storage of acids, the storage of technical gasses, and the storage of finished products (shipping)~~
EN 023 Industrial waste water treatment plant
EN 025 KOH management and cell formation
EN 026 Creation and maintenance of legal and other requirements
EN 027 Local Operation Code – high-/low-voltage switchboard
EN 033 Biologic waste water treatment plant
EN 037 Operation code – Facility for collecting, purchasing sorting and storing of hazardous wastes – storage of hazardous wastes
EN 039 MPR – storage 1330SV
EN 040 MPR – storage 1320 HL
EN 041MPR – storage 1220 HL
EN 042 MPR – technical gases storage
EN 043 MPR – inflammables and chemical substances storage
EN 044 MPR – 2000HV storage
EN045 PR – WWTP – middle source of air pollution
EN046 Fire regulation for alkaline batteries workshop
EN 047 MPR Maintenance storage
Safety program for major accident prevention

7.5.2 Validation of production processes and the service provision

This item is not applicable in Saft Ferak, a.s.

7.5.3 Identification and traceability

Purpose of the product and service identification, after controls and tests, is to ensure that only products and services, which succeeded in controls and tests, are expedited.

Requirements on the traceability are quite limited, thanks to characteristics of the production in Saft Ferak, a.s.

Related documents:

PP 013 Shipping
PP 045 Warehousing
PP 046 Storage of finished products
EN 039 MPR – storage 1330SV
EN 040 MPR – storage 1320 HL
EN 041MPR – storage 1220 HL
EN 042 MPR – technical gases storage
EN 043 MPR – inflammables and chemical substances storage
EN 044 MPR – 2000HV storage

7.5.4 Customer property

This item is only marginal and its considerations are limited in Saft Ferak, a.s.

7.5.5 Product protection

Manager of the Purchasing department is responsible for the preparations and maintenance of regulations governing the acceptance, unpacking, storage, and handling in warehouses or outside in Saft Ferak, a.s., according to EN 020.

He is also responsible for the preparations and maintenance of regulations governing the handling of materials and components and their storage in the production, according to PP 045. The handling, packing, and storage of products in the Storage of finished products is governed by PP 046 and EN 020.

The traffic of vehicles is described in PP 014 Transport Code for the traffic of motor vehicles and trucks. All waste, which occurs in connection with the traffic of vehicles in Saft Ferak, a.s., is removed within the framework of the waste management, according to EN 005 Handling of wastes.

Manager of the Engineering section prepares and maintains regulations governing the transport packing of finished products in accordance with national and international requirements, see VP 500/01 Packing of cells and batteries.

When a delivery must be postponed (a late delivery), customers are informed immediately as soon as the delay became clear. Missing or damaged goods are replaced immediately.

Related documents:

VP 500/01 Packing of cells and batteries
PP 045 Warehousing
PP 046 Storage of finished products
EN 005 Handling of wastes
EN 039 MPR – storage 1330SV
EN 040 MPR – storage 1320 HL
EN 041MPR – storage 1220 HL
EN 042 MPR – technical gases storage
EN 043 MPR – inflammables and chemical substances storage
EN 044 MPR – 2000HV storage

7.6 Management of the monitoring and measuring equipment

Calibration of work measuring devices (hereinafter called the "measuring devices" only) belongs among metrological activities, where any possible mistakes can substantially influence results of production or control activities.

Calibration and the measuring devices verification are purchased services. An external firm also maintains the registration of measuring devices. The authorised employee from Testing facility is responsible for the co-operation with this firm. He always gets, one month before, the list of measuring devices, which must be collected for calibration.

The process of these activities is described in the Metrological Code, which has been issued as PP 002.

Related documents:

PP 002 Metrological Code

EN 017 Monitoring and measuring

8. MEASUREMENT, ANALYSIS, AND IMPROVEMENT

8.1. General

Activities related to the quality management and EMS are continuously controlled and measured, or assessed by some other means within the framework of the Integrated Management System. Results become the material on the basis of which conclusions are formulated for the utilisation in the planning for control provisions, statistical methods, and improvements of activities, which relate to products or processes.

8.2 Monitoring and measurement

8.2.1 Customer satisfaction

Dealers of the company Saft make an important source of information about the customer satisfaction. Other good sources of information are various seminars, the participation in exhibitions, and personal meetings with customers. There are surveys with questionnaires organised regularly. Their regulations are in PP047 Measuring of the customer satisfaction.

Related documents:

PP 047 Measuring of the customer satisfaction

8.2.2 Internal audit

Purposes of internal audits are as follows:

- Inspections of the efficiency and of the actual situation in the Integrated Management Policy of the company and the fulfilment of related goals in all managerial and executive company levels,
- Organisation of regular collections and evaluations of data for management review,

- Systematic verification of the Integrated Management System in the company and the update of the Integrated Management Manual and specific directives of the company management in accordance with requirements on the system efficiency, appropriateness, and suitability of individual processes, according to ISO 9001 and ISO 14001,
- To ensure the company that its documented processes (the Integrated Management Manual, the Integrated Management Policy, work regulations, production regulations, schemes of the organisation arrangement) correspond with the requirements on the Integrated management system as amended,
- To obtain data for improvements in the Integrated Management System.

The detailed process of organisation of internal audits is in PP 039 Internal audits.

Related documents:

PP 039 Internal audits

8.2.3 Process monitoring and measuring

Monitoring and measuring of processes is done by the evaluation of indicators set for selected processes. These indicators are evaluated at least once a month at meetings of the management called Indicators.

Saft Ferak, a.s. participates also in the programme of changes called the "WORLD CLASS". This programme is aimed at the industrial excellence – the improvement of the entire company performance also from the customer point of view and his increasing requirements.

There have been 10 evaluation criterias defined (customer focus, quality, deliveries, management, human resources, 5S and safety, machinery equipment, inventories, purchasing, innovations, and environment).

These criteria are used for the assessment of all Saft factories. Results of the audit allow for the measurement of the length of the route to the industrial excellency and for the definition of an action plan.

A special stress is put on the monitoring and measuring of parameters, which make parts of legal and other requirements (e.g. limits of the released contamination). The ecologist monitors these parameters and she informs the management. She does so with the exception of the work air pollution, which is the responsibility of the Human resources manager.

When external companies organise the monitoring and measuring on the basis of an order, the company must present their qualification documents prior the execution of any contracts.

Related documents:

Minutes from the Indicators meeting
Results of the World Class audit

8.2.4 Product monitoring and measuring

The monitoring and measuring of products results from relevant work regulations, production regulations, quality plans or from Technical specifications.

Each production worker, who does a production activity, executes the production inprocess inspections.

The following principles apply: **"Do it correctly first time" and "Control each work activity after you finish it"**.

An increased stress is put on self-controls made by production workers.

Specifications of requirements on quality and the process of their controls make a part of production regulations.

In the case of a positive result of the inprocess inspection, the worker makes a record on the identification card and confirms with his signature that the material can be released for further processing.

The inprocess inspector follows the work regulation PP 008. He makes records about these inspections in the "Production control book" and, in some cases, also on the identification card.

The chemist controls parameters of electrolytes, nickel baths, etc., according to PP 009 Chemical Manual.

The outgoing inspector organises outgoing inspections in Saft Ferak, a.s. He follows PP 018 Outgoing inspection.

Tests of parameters of the produced accumulator cells are done in the Testing Rooms No. 1 and No. 2. The Testing Room No. 1 has been equipped for testing of all parameters, according to ČSN EN 60623, of a smaller number of cells. The Testing Room No. 2 has been equipped for capacity testing of a larger number of accumulator cells.

Tasks of the Testing Room No. 1

Production tests – They verify important quality parameters of accumulator cells and plates. The testing of parameters of accumulator cells is done in accordance with ČSN EN 60623 for each produced group of accumulator cells.

Other tests - There are tests organised on the basis of requests from other sections or departments, i.e. the measuring, according to requirements of the Technical department, the testing of claimed cells, etc.

Tasks of the Testing Room No. 2

- The organisation of monitoring of the production process level with the parameter of the capacity of accumulator cells collected at random from a production batch.

- The measuring of capacities of accumulator cells for the outgoing inspection within the range as required by customers or by the outgoing inspector.

Processes of activities are described in PP 011 Work activities in the Testing Rooms No. 1 and No. 2.

When nonconformity is found, the PP 044 Management of nonconforming products, is followed.

Related documents:

PP 008 Incoming inspection and inprocess inspection
PP 009 Chemical manual
PP 011 Work activities in the Testing Rooms No. 1 and No. 2
PP 018 Outgoing inspection
PP 049 Capacity tests of YUASA plates
PP 038 Batch acceptance test
PP 044 Management of nonconforming products
PP 058 Technical inspection of YUASA plates

8.3 Management of nonconforming products

The purpose of this Chapter is the determination of specific processes, which ensure that a product, which does not comply to established requirements, is:

- Marked and isolated,
- The non-compliance is assessed from the point of view of a possible repair,
- Repaired and again controlled after the repair,
- Liquidated, in the case when it cannot be repaired.

Management of non-complying products consists of:

- Claims against suppliers, according to principles described in PP 016,
- Own nonconforming products, the management of which is described in PP 044,
- Customer claims, according to principles described in PP 019.

Possible ways of nonconformity processing:

- Request at the customer,
- Commencement of the claim process with the supplier,
- Nonconformity repair and the following control of the efficiency of the repair,
- Scraping.

A repaired or reworked product is controlled again, according to the relevant documentation.

Related documents:

PP 016 Management of supplier claims
PP 019 Management of customer claims
PP 044 Management of nonconforming products
F 009 Claims – process in MFG Pro

8.3.1 Emergency preparedness and response

There has been an Emergency Plan prepared in Saft Ferak, a.s. It has been based on legal and other requirements and on identified risks. There are potential accidents and threats identified in the Emergency Plan.

An extraordinary stress has been put on the prevention of accidents. The preventive provisions within the Emergency Plan cover the air protection, handling of hazardous wastes, storage and handling of hazardous chemicals, and the fire prevention. There are processes resolving possible emergency situations included in the Emergency Plan. The Plan includes descriptions of activities, which must be

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done in reaction to emergency situations in order to lessen any impacts on the environment, which could occur in connection with accidents.

Preventive measures and processes resolving possible emergency situations, especially leaks of dangerous chemicals and solutions for the environment related to water, are described in the Emergency Plan for the case, when the quality of water is under any threat.

Material and human readiness and contacts with an outside help are regularly tested in order to ensure fast reactions in cases of an emergency.

Related documents:

EN 003 Emergency Code for cases, when the quality of water is threatened

EN 016 Emergency Plan

EN 034 Flood Plan

8.4 Data analysis

The data analysis is based on measuring and monitoring activities. It relates mostly to data informing about the customer satisfaction, the data from results of control tests, data about the efficiency of processes, evaluation of suppliers, etc. Results of the data analyses are further utilised for partial solutions, preventive actions, improvement actions up to the strategic decision making within the company.

Results of analyses are discussed at the Indicators meetings, or at other separate meetings.

8.5 Improvement

8.5.1 Continuous improvement

Saft Ferak a.s. continuously improves the efficiency of the Integrated Management system by the utilisation of the Integrated Management policy, quality goals, environmental goals, audit results, and by the company management reviews.

The permanent monitoring of key characteristics of individual processes is the fundamental obligation of all workers, the activities of whom are directly or indirectly influenced by the integrated management. Managers establish or organise the acceptance of corrective or preventive actions, according to the importance of found nonconformities, or the envisaged impact of the assessed risk.

The continuous improvements take place through business plans and with the utilisation of the KAIZEN method.

Related documents:

~~PP 029 Management of projects in group B~~

PP 028 Improvement proposals

8.5.2 Corrective actions

Corrective actions serve for the limitation of repeated occurrence of defect causes and nonconformities and as the preventive measure to stop similar defects and non-compliances.

The following materials help in the establishment of corrective actions:

- Data about customer complaints,

- Data about utilised claims,
- Protocols from internal audits,
- Knowledge received from audits executed by external organisations,
- Meeting outputs,
- Measuring processes' outputs,
- Operative findings.

The management representative for the integrated management verifies any actions accepted for the remedy of problems, including their effectiveness in the area of quality.

Nonconformities and resources for the determination of corrective actions may be also identified as follows:

- During control activities of the ecologist or the representative of the company management for the integrated management,
- During observations made in processes, which influence the environment,
- During the analysis of results from monitoring and measuring,
- During the analysis of claims and other reactions of the public,
- During the analysis of observations made by an inspection organisation, institution of the state administration, or by a customer,
- During the analysis of problems connected with sub supplies.

Each worker, who finds any non-compliance, is obliged to report it in writing to the ecologist, or the IMS representative.

The ecologist must appropriately document the non-compliance.

Small non-compliances – the cause is known and the non-compliance can be resolved in a short time. In such a case, only the ecologist documents the date and the way of the non-compliance solving.

To solve big nonconformity the nonconformity record is issued. The IMS representative issues the form and delegates an employee, who will become responsible for the determination of a corrective or preventive actions and its fulfilment.

Related documents and records:

PP 005 – Nonconformities and corrective actions

8.5.3 Preventive actions

Resources of possible potential nonconformities are as follows:

- Possible threat by competitors
- Production costs, nonquality costs
- Results of monitoring and measuring
- Customer dissatisfaction.

Causes of potential non-compliances are assessed and preventive actions are determined in accordance with PP 040 Preventive actions and PP 028 Improvement proposals. To preventive actions belongs FMEA analysis and following actions.

Related documents:

PP 040 Preventive actions

PP 028 Improvement proposals

Table of correlations between the Integrated Management System and ČSN EN ISO 14001:2005

ČSN EN ISO 9001:2009		ČSN EN ISO 14001:2005	
Integrated Management System	4	4	Requirements on the environment management system
General requirements	4.1	4.1	General requirements
Requirements on documentation	4.2		
General requirements on documentation	4.2.1	4.4.4	Documentation of the environment management system
Integrated Management Manual	4.2.2	4.4.4	Documentation of the environment management system
Management of documents	4.2.3	4.4.5	Management of documents
Management of records	4.2.4	4.5.4	Records
Responsibility of the company management	5	4.4.1	Structure and responsibility
Undertaking of the company management	5.1	4.2 4.4.1	Environmental policy Structure and responsibility
Customer orientation	5.2	4.3.1	Environmental aspects
Legal and other requirements	5.2.1	4.3.2 4.5.2	Legal and other requirements Evaluation of compliance
Policy of the integrated management	5.3	4.2	Environmental policy
Planning	5.4	4.3	Planning
Quality goals, environmental goals and the targeted values	5.4.1	4.3.3	Goals and targeted values
Quality planning	5.4.2		
Responsibility, authority, and communication	5.5	4.1	General requirements
Responsibility and authorisation	5.5.1	4.4.1	Structure and responsibility
Representative of the company management	5.5.2		
Internal communications	5.5.3	4.4.3	Communications
External communications	5.5.4		
Inspections by the company management	5.6	4.6	Inspections by the company management
Resource management	6	4.4.1	Structure and responsibility
Organisation of resources	6.1		
Human resources	6.2		
Generally	6.2.1		
Qualification, awareness, and training	6.2.2	4.4.2	Qualification, awareness, and training
Infrastructure	6.3	4.4.1	Structure and responsibility
Work environment	6.4		
Completion of a product	7	4.4 4.4.6	Introduction and operations Management of operations
Planning for a product completion	7.1	4.4.6	Management of operations
Processes related to customers	7.2		
Establishment of requirements on products	7.2.1	4.3.1 4.3.2 4.4.6	Environmental aspects Legal and other requirements Management of operations
Re-evaluation of requirements on products	7.2.2	4.4.6 4.3.1	Management of operations Environmental aspects
Customer communications	7.2.3	4.4.3	Communications

ČSN EN ISO 9001:2009		ČSN EN ISO 14001:2005	
Design and development	7.3	4.4.6	Management of operations
Purchasing	7.4	4.4.6	Management of operations
Purchase management	7.4.1		
Information about purchasing	7.4.2		
Verification of purchased products	7.4.3		
Production and service provision	7.5	4.4.6	Management of operations
Management of the production and service provision	7.5.1	4.3.1	Environmental aspects
Validation of production processes and service provision	7.5.2		
Identification and monitoring	7.5.3		
Customer property	7.5.4		
Product protection	7.5.5		
Management of monitoring and measuring equipment	7.6	4.5.1	Monitoring and measuring
Measuring, analysis, and improvements	8	4.5	Controls and corrective provisions
Generally	8.1	4.5.1	Monitoring and measuring
Monitoring and measuring	8.2		
Customer satisfaction	8.2.1		
Internal audit	8.2.2	4.5.5	Audit of the Environment Management System
Process monitoring and measuring	8.2.3	4.5.1	Monitoring and measuring
Product monitoring and measuring	8.2.4		
Management of nonconforming products	8.3		
Emergency preparedness and response	8.3.1	4.4.7	Emergency preparedness and response
Data analysis	8.4	4.5.1	Monitoring and measuring
Improvement	8.5	4.2	Environmental policy
Continuous improvements	8.5.1	4.3.4	Environment management programmes
Corrective actions	8.5.2	4.5.3	Non compliance, corrective and preventive actions
Preventive actions	8.5.3		