



# SARENS

NOTHING TOO HEAVY, NOTHING TOO HIGH

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Management Review 2021  
(Sarens Belarus)  
(22.10.2021)

# SAFETY INITIATIVE



# PARTICIPANTS



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# MANAGEMENT REVIEW 2021

ACCORDING TO SHEQ MANAGEMENT SYSTEM REQUIREMENTS ISO 9001:2015 – ISO 14001:2015 - ISO45001:2018

## A. Action list status

## B. Relevant changes in external and internal issues/circumstances

1. According to the management systems
2. Needs and expectations of interested parties
3. Significant environmental aspects
4. Changes in risks and opportunities

## C. Performance and effectiveness

5. Relevant communication with/from relevant interested parties Extent to which objectives have been met  
Process Performance and conformity of products and services
6. Nonconformities, investigations and corrective & preventive actions
7. Monitoring and measurement results
8. Audit results
9. Compliance obligations
10. Performance of external providers
- D. Adequacy of resources
- E. Effectiveness of actions taken to address risks and opportunities
- F. Opportunities for improvement
- G. Decision making and actions
  1. Opportunities for continual improvement (S-H-E-Q)
  2. Recommendations for improvement of the integrated management system
  3. Resource needs
  4. Impact on the strategic plan
  5. Objectives and action list to address them

## H. Evaluation of the Integrated Management System

# A. ACTION LIST STATUS – ACTION LIST MR 2020

## ACTION LIST POINTS AND REALIZATION STATUS FROM THE LAST MANAGEMENT REVIEW

Perform basic subcontractor assessment (meeting the Sarens standards in relations to subcontractor assessment is not applicable on the Belarus/Russia market, was accepted to perform basic assessment and provide mere supervision to meet the required Sarens standards) - implemented

Purchase/relocate from the Group the crane around 60t capacity to meet the sales opportunities on local market – in progress, the negotiation with supplier are ongoing, estimated time of completion Q1 2022.

Purchase the one set of truck and trailer to transport the crane elements and ballast - completed (already in operation)

Hire truck driver to operate the transport set (include the function creation: job description, risk assessment for load transport) – completed (Pacay Ruslan was hired).

Implement the Group procedures and instructions to meet the IMS requirements - completed

# B. RELEVANT EXTERNAL & INTERNAL CHANGES

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## 1) According to the management systems

- Ongoing Covid-19 restrictions and limitations
- Unfavorable political situation between EU and Belarus

## 2) Needs and expectations of interested parties

- Employees: to keep the stable work position
- Clients: provision of reliable service on time
- Government: to pay taxes, keep the legal requirements implemented, reduce contacts with EU

## 3) Significant environmental aspects

- Spills and leaks from machinery operation
- Waste
- Exhausts from machinery in operation

## 4) Changes in risk and opportunities

- The current political situation on Belarus interfere the cooperation with EU Business Units
- Risk of law changes on Belarus making difficult operations to companies with EU capital
- Increased activity of the police and military forces creating the unsafe feeling to employees and the business
- The increasing the fleet (crane + truck) allow to increase the visibility on the market and Brand build on the local market

## C. PERFORMANCE & EFFECTIVENESS

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1) Relevant communication interested parties

a) Customer satisfaction (*strenghts&weaknesses*)

*The customer feedback is collect as appreciation letters.*

*The strenghts are:*

- good organisation of work,
- great perfomence
- and knowledge and attitude of personel

Clients asking for lower prices.

b) Customer complaints (*nature of complaint and actions taken*)

No customer complaints.

## C. PERFORMANCE & EFFECTIVENESS

### 1) Relevant communication interested parties

#### c) Employee feedback (*employee well being, yard visits, needs and expectations*)

The company give a good equipped sanitary and rest facility with good equipped, clean kitchen, rest room, etc. This is required by law however the quality of this facility is better than in most other companies.

The company is providing a good quality equipment and maintenance, required PPE and in general taking care of Safety which is appreciated by employees.

The only demand is a salary level. Salary on the local market, related to the existing functions, is monitored by the company to give the best performance for both sides (employer/employee).

#### d) Suppliers and subcontractors (*supplier and subcontractor assessment, contract termination cases, returns*)

The company is using trusted suppliers and subcontractors. The company subcontract the transport services and occasional crane services. The company subcontract also the maintenance services.

The services provided are assessed on a good level however finding the external company (to cover the company needs in relations to subcontracted works) with ISO certificates is not applicable.

The subcontractors operating on the base of order or contract.

#### e) Government visits (*result of government institutions inspections & actions taken*)

No any government inspection was performed in 2020 and 2021 till September.



## C. PERFORMANCE & EFFECTIVENESS

### 2) Objectives achievement

#### Quality:

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	QUALITY				
9.	Purchase of new transport set	CM	Q2		
10.	Purchase of the crane 600t capacity	CM	Q4		

#### Environment:

	ENVIRONMENT				
7.	Provision of absorbent napkins (spill kits) for cranes	CM	Q4		
8.	Provide equipment in higher fuel efficiency standard (related to truck and crane) onsidering the economic possibilities of the company.	CM	Q2		

#### H&S:

	SAFETY & HEALTH	WHO	WHEN	STATUS	BUDGET
1.	Monitoring of BYPASS system - globe tracking	CM	Q1		
2.	Risk assessment for truck driver	CM	Q2		
3.	Implement the standard to attach the hook block to the bumper with wire rope or chain (not textile)	CM	Q4		
4.	Implement helmets with chin strap.	CM	Q1		
5.	Perform legal compliance audit for safety and environmental requirements.	CM	Q4		
6.	Implementation of ISA	CM	Q4		

The focus on implementation of ISA. The Regional SHEQ will guide us during implementation.

## C. PERFORMANCE & EFFECTIVENESS

### 3) Process performance & conformity of products and services

#### Process performance:

- All processes are going positively. Some are not fully compliant with the Group due to local legislation, eg. Risk assessment for the function. Considering to use two risk assessment to comply to local and Group requirements.
- The customer satisfaction is collected basing on verbal or appreciation letter. Consider to implement the survey send automatically to the customer after the job is finished.

#### Product and services conformity:

- Client is completely informed about the service scope. Sarens understand the client needs and expectations. The potential problems and client remarks are solved immediately by the project management.
- No product or service complaints. Clients are satisfied from the service.
- The equipment is maintained and certified as per legal requirements.

All Complaints or Non conformities, if any, will be investigated and registered in ACC.

## C. PERFORMANCE & EFFECTIVENESS

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### 4) NCR's, investigations, corrective actions & preventive actions (*ACC, KPIs, Audits, Complaints*)

#### Follow up:

No accidents or incidents were reported in 2021 till September.

No external audits were occurred.

The internal collective audit were performed remotely in HR, SALES, OPS, SHEQ, FLEET:

- No fleet department within BU – subcontracted (outsourced)
- Subcontractors are assessed as suppliers (due to specificity of the market - accepted) but the subcontracted personnel is not informed about Sarens SHEQ requirements for subcontractors

# C. PERFORMANCE & EFFECTIVENESS

## 5) Monitoring and measurement results

### SHEQ results:

- Multiplication factors (EU Frequency rate/ EU Severity rate)

Sr = 0.0

Fr = 0.0

No accident and incident occurred in 2021 and earlier in 2020.

- Toolbox

Company toolbox is announced every month. Based on toolboxes shared by the Polish BU.

Current status: 100% = meet the target 80%

- WPI

Current status: 87% = meet the target 80%

- ACC

ACC in place.

The identification of dangerous situations and near misses need to be improved (every month). The accident prevention is highly connected with identification and investigation of those events.

In total dangerous situation reporting meet the target 1 per 5000 hrs.

- Year action plan

6 actions per planned 12 were already completed

2 actions per planned 12 are in progress

4 actions per planned 12 are not started yet (including ISA)

## C. PERFORMANCE & EFFECTIVENESS

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### 5) Monitoring and measurement results

#### SHEQ results:

- Safety legislation

The register is in place and assessed. The legal compliance audit is planned for 2021 in year action plan.  
All safety legal requirements are implemented within organization.

- Environmental legislation

The register is in place and assessed. The legal compliance audit is planned for 2021 in year action plan.  
All environmental legal requirements are implemented within organization.

## C. PERFORMANCE & EFFECTIVENESS

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### 5) Monitoring and measurement results

#### Participation:

- Risk assessments

The risk assessment for all functions is available and sign by employees. The methodology is compliant with legal requirements.

- Involvement & consultation

The company is basing on the Group procedures. The Group procedures were consulted with the Unions in HQ and were developed worldwide.

The management is listening the employees remarks and needs and is trying to put them in place (eg. well equipped sanitary facility: kitchen/rest room).

- Representation

There is no employee representative. All members of the crew can report needs and expectations and have impact on the organization.

## C. PERFORMANCE & EFFECTIVENESS

### 6) Performance of external providers

#### Subcontractors:

The list of current subcontractors in place. The majority are the transport subcontractors and in the field of crane rental and maintenance.

The cooperation with all subcontractors are on the very good level. No complaints from Sarens and clients.

However the subcontractors should be formally informed about Sarens SHEQ requirements for subcontractors employees.

6	Grickevich -Sole proprietor	Transportation crane parts
7	Juravel-Sole proprietor	Transportation crane parts
8	Niva Logistic	Transportation crane parts
9	Spizhevroline	Transportation crane parts
10	Masukevich-Sole proprietor	Transportation crane parts
11	Understrim	Transportation crane parts
12	Yakovin-Sole proprietor	Transportation crane parts
13	Pozniak-Sole proprietor	Transportation crane parts
14	Beltehnosplav	Transportation crane parts
15	Trubmet	Transportation crane parts
16	Avtosbitzapchast	Crane maintenance, Rent cranes for Sarens needs and for another clients
17	Iligran	Rent cranes for Sarens needs and for another clients
18	Rentacran	Rent cranes for Sarens needs and for another clients
19	Bamservise	Rent cranes for Sarens needs and for another clients
20	Volkonockij - Sole proprietor	Crane maintenance
21	mobile tire service	Crane maintenance
22	PTM - profservise	Crane maintenance

## D. ADEQUACY OF RESOURCES

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The Purchasing of new truck MAZ with Mercedes engine is planned.

Employment of new truck driver is planned.

When the 60t capacity crane (Chinese crane, this is the market requirements, Chinese cranes are very popular in Belarus and clients trust this crane) will be bought, the new crane operator may be employed.

There is in consideration to employ also one mechanic when the number of fleet will be increased (in future).

No other resources needs were identified.

Still the company will subcontract the transport activities, crane rental and maintenance.



## E. EFFECTIVENESS OF ACTIONS

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### To address risks:

The risk related to the covid-19 is under control. The local requirements and Group guidelines are respected. The Business Unit limited losses as much as it was possible by implementing those rules. None of BU employees were permanently excluded from activities.

The risk related to political situation is under constant monitoring. The risk is:

- Travels abroad - were limited to minimum
- Lack of payment by the client due to possible foreign banks account locks
- Delays or cancellation of investments due to foreign banks account locks which financed the investment

The other risks are under control by the organization's management.

### To address opportunities:

The top management is listening to the clients' needs and taking opportunities to meet them to grow the business.

The company is looking for opportunities in a big Gas/energy project in Kaliningrad. The chances to win this project are assessed as high.

The company is performing market research also in the local Russian market close to the Belarus border to become a visible brand. This is ongoing actions.

## F. OPPORTUNITIES FOR IMPROVEMENT

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Purchase of 60t Chinese crane allows to meet the local clients requirements, who trust those cranes and will increase the market share in the segment of significant competition.

Purchase of second MAZ truck allows react very quickly on clients requests

The company is looking opportunities in a big Gas/energy project in Kaliningrad

The company is striving to be the most active in WIND segment in Belarus

The organization is planning to expand on Russian market

# G. DECISION MAKING AND ACTIONS

## 1) Opportunities for continual improvement

- Purchase of new equipment
- Increasing the number of staff in relations to equipment
- Development of IMS system to maintain the high level of management

On the IMS level (internal audit results):

- Fleet: Access to AX maintenance for maintenance representative in SBEL when the company will grow - suspended
- HR: Implement the yearly employee evaluation – to be discussed with Regional HR Manager
- OPS: Set the document of minimum & current qualifications (competences) of staff to keep the organizational knowledge inside and protect against lost (important when company will grow) - suspended
- OPS: Keep the records of Weekly Crane Inspection Reports (and others if required) on Sharepoint in new BUSIENSS UNIT tag – accepted for implementation
- OPS: LMB control – obtain the access to Globe tracking and control the LMB violation – accepted for implementation
- SALES: Implement the Sarens template of the offer and adopt to the local needs - suspended
- SALES: If the bigger offer occur (eg. From Regional approval level) use Sarens approval sheet to assess the contractual risks – accepted for implementation
- SHEQ: Increase level of identification of dangerous situations as a prevention for future accidents and incidents – accepted for implementation

# G. DECISION MAKING AND ACTIONS

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## 2) Needed change to the IMS

- Implementation of electronic customer satisfaction survey to collect more feedback in a documented way
- Familiarization of subcontracted staff with Sarens SHEQ requirements for subcontractor employees
- Focus on identification of dangerous situations & near misses to prevent potential accidents and incidents
- Use BUSINESS UNIT tag in Sharepoint to store the organization documents

# G. DECISION MAKING AND ACTIONS

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## 3) Resource needs

The new truck and crane to meet the market requirements + the crew for those equipment

No other resources are planned.

# H. EVALUATION OF THE INTEGRATED MANAGEMENT SYSTEM

Does our integrated management system meet the expected requirements?

The Business Unit is using the Group procedures and instructions. The specific ones, like legal requirements evaluation of compliance, risk assessment, environmental aspects assessment, third party identification, etc. were implemented as per local situation.

The Business Unit does not employ the qualified SHEQ personnel however is guided by the Group and Regional support. The BU management appoint the management representatives to perform SHEQ activities in BU.

Conclusion: IMS meet the expected requirements

- clients are satisfy and coming back to Sarens
- no accidents and incidents, including environmental incidents
- the company create the profit and developing according strategy



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