

SHEQ ANNUAL REPORT 2018



sarens

AT SARENS, WE HAVE THE NOBLE MISSION TO BE THE GLOBAL REFERENCE IN CRANE RENTAL SERVICES, HEAVY LIFTING, AND ENGINEERED TRANSPORT FOR OUR CLIENTS.

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**“IT ALWAYS SEEMS IMPOSSIBLE
UNTIL IT’S DONE.”**

- NELSON MANDELA, 1918-2013.



MESSAGE FROM CEO

It is with great pleasure that I present the first edition of the Sarens SHEQ Annual Report. This document provides an activity report of Sarens for the year 2018, as well as an overview of the Safety Health Environment and Quality (SHEQ) trends for the year 2019.

2018 was marked in most countries by a continuous decline in the number of lost time accidents. While Sarens is composed by many mature Business Units with relatively good levels of SHEQ performance, it is important to pay particularly close attention to the progress made in our emerging market BUs. I am, therefore, very satisfied with the evolution of our total Group SHEQ results: Our focus and investments in SHEQ have clearly paid off.

Our 5 unwavering values, dedication to safety, brilliant solutions, love for tradition, zeal for excellence, and global spirit, are embedded in everything we do at Sarens, and underscore the Sarens way of working.

In courageous SHEQ leadership, we take a look at how far we have come in establishing our culture of safety, health, environment, and quality today. I am glad to report that, by focusing on having our values underpin the way we think and work, I have seen a tremendous shift in our attitude. Our values drive our deep personal commitment to secure SHEQ leadership is taken seriously and has helped everyone to have the courage to speak up when it is needed.

In line with our focus on safe execution, we are also looking at how technology advances can improve our services. Our aim is, to establish through them accountability and, as a result, strengthen management responsibility.

On behalf of the Sarens Board members and Directors, I want to express my sincere appreciation to all our employees for their dedication and commitment to respecting our values every day and for their tremendous work over the past year.



WIM SARENS
CEO



BROKEN HILL
AUSTRALIA



INTRODUCTION

It takes excellent leadership to improve a safety, health, environment, and quality system.

All employees, encouraged by our management, have shown real involvement and worked very hard in 2018 to reduce accidents and incidents across the board.

The frequency rate (EU) decreased from 5.72 (2017) to 2.44 and also the severity rate went down from 0.14 (2017) to 0.11 in 2018.

It is our goal to reach Zero Harm by 2020. Despite our good results, we still have ways to go to continue improving.

Taking the management decision in 2017 to choose the path of purely proactive work has started to pay off. A good example is the implementation of digital reporting of unsafe situations and near misses by our crane operators and riggers (directly to their supervisors).

Our initiative to distribute a list of “10 Life Saving Rules” has been decisive in our steps towards improvement. More than ever before, our people are aware that there is only one way of working. Working in a safe and healthy way and taking care of the environment, can only lead to quality in our output. This manner of work, besides, is the bare minimum that is expected by our clients and stakeholders.

In our process, to include all our Business Units in one Group Certification, we are glad to announce that in 2018, Sarens in India, Mexico, Vietnam, and Poland successfully joined.

SharePoint, the Sarens’ internal web platform was introduced and is still updated daily with new information from different departments. Our main target here is to create a standardisation and uniformity within the Sarens world, facilitated by digital technology.

Regarding the environmental aspect of our efforts, we worked diligently with all our Business Units to reduce our residual waste.

A great number of initiatives were taken to reduce electricity consumption. Stopping idle running of the engines of our equipment became a top priority to reduce petrol consumption and CO2 emissions.

Looking into 2019, we will finalise by the end of the year our project of one Group Certification for all our Business Units world-wide. A brand new safety manual, to be utilised as a practical guideline for our employees will be distributed. The goal through this manual is to respond once and for all to any doubts related to how one must work safely.

The further implementation of the digital reporting of unsafe situations and near misses will be the best way forward on our journey to no accidents and no incidents.

In 2019, our environmental project to reduce residual waste by better sorting and recycling will go on. A proactive way to use environmental friendly chemicals and products will be set up.

Last, but certainly not least, our client satisfaction questionnaire, which is for us an important source of information of how we can improve our service, will propel us to the paperless era as we launch a digital survey programme.

In closing, I was recently asked by one of our colleagues whether I believe in a zero-harm reality. I answered by stating that nothing is impossible, always referring to our corporate motto “Nothing too heavy, nothing too high”. We have hard work ahead of us and we shall strive to excel in all ways possible for the environment, our employees, our clients, our equipment, and our company.

JORIS MAREELS
GROUP SHEQ DIRECTOR





SHEQ MISSION

OUR MISSION

to become the global leader in crane rental services and heavy lifting & special transport projects

WHAT IT MEANS TO SHEQ

Guiding the Organization and our People to excellence, for this:

- We ensure that all employees understand our SHEQ policy and that it is continuously updated and improved.
- We support our employees with the necessary tools and training so they develop a pro-active attitude towards Safety, Healthy, Environmental and Quality management.
- We created the Sarens' 10 Life Saving Rules, to make it clear and help our people to go for zero accidents and incidents,

Goal is zero LTA by 2020!

Training Center
Sarens Atyrau
Kazakhstan



SAFETE, HEALTH, ENVIRONMENT AND QUALITE (SHEQ) POLICY

THE SARENS GROUP WILL AVOID HARM TO PEOPLE AND THE ENVIRONMENT

WHILE PROVIDING QUALITY SERVICES TO OUR CUSTOMERS.

The SHEQ Policy aims to ensure alignment to the Sarens mission and values, where 'Dedication to Safety' means ensuring that harm is not inflicted upon its employees, contractors, service providers, or the environment, Sarens assets, as well as members of the public affected by its operations, infrastructure and all operational activities within the scope of heavy lifting, special transport, assembly, disassembly and maintenance in industry and infrastructure.

Sarens management and all employees are committed to well-being and protection of human life, environmental duty of care, protection of assets and customer satisfaction by applying our **Plan-Do-Check-Act (PDCA)** cycle and our **Code of Conduct** in all Sarens activities.

Sarens has integrated safety, health, environment and quality requirements into all activities; more specifically in the **Sarens Project Management Procedure (SPM)** and care for preventive maintenance so that decisions made ensure the consideration of economic development, environmental quality and social equity to continually improve performance and achieve stakeholder requirements.

Sarens commitment to Safety, Health, Environment and Quality management is achieved through:

1. implementation of an integrated management system in accordance with ISO9001:2015, ISO14001:2015, OHSAS18001:2007 and SCC*P 2008/5.1(Benelux).
2. achieving compliance with applicable legislation and other requirements to which Sarens subscribes and in the absence of these, setting internal standards to meet the intent of this policy.
3. addressing the needs and expectations of Sarens customers and stakeholders.
4. setting SHEQ objectives goals and measuring our performance (KPI's) against these with the objective of continual improvement.
5. periodical risk-based medical surveillance for all Sarens employees, to monitor and manage occupational health risks inherently present in the nature of our business.
6. SHEQ training and safety based behaviour training for all employees.
7. ensuring that our suppliers and service suppliers meet and adhere to Sarens SHEQ requirements.
8. promoting open communication with all stakeholders and sharing of our SHEQ knowledge.
9. real accountability for all our managers and employees in performing and tracking our SHEQ goals and targets.
10. design, construction and operation of our services in a safe, secure, efficient and environmentally responsible manner.

Policy into practice:

In order to put this policy into practice and avoid incidents and accidents, the **Sarens 10 Life Saving Rules (LSR)** are developed and implemented. All employees are expected to perform their job in accordance with this company philosophy and follow all applicable procedures and instructions including the **Stop & Consult Procedure** as a final **Last Minute Risk Assessment (LMRA)** before commencement of work. Where necessary, the management will take measures by using our **Consequence Management Procedure**.

In addition to first using **collective protection equipment**, all employees have appropriate **work wear** and **Personal Protection Equipment** that meets the highest standards in accordance with local legislation.

The Management team shows clear responsibility and commitment to verify the effectiveness of our integrated SHEQ Management system by completing work place inspections on a regular basis.

The Sarens Management system is constantly improved by means of **internal audits: local, cross and Group SHEQ**, and **external audits**. A unique Sarens Year Action Plan for each Business Unit is followed up in the **monthly management meetings** and an **annual management review** so that any necessary remedial and prevention measures can promptly be taken to improve performance and efficiency.

This policy statement is available on www.sarens.com and published in all our offices worldwide. It will be regularly reviewed (at least every year) by the Sarens Group Management to ensure that it remains line with Sarens objectives and strategic priorities.

Wim Sarens
Chief Executive Officer
01/04/2018

STOP AND CONSULT PROCEDURE

STOP AND CONSULT

LAST MINUTE RISK ANALYSIS

01	STOP YOUR ACTIVITIES	
02	CONTACT YOUR SUPERVISOR	
03	ANALYSE CIRCUMSTANCES AND RISKS	
04	DECIDE ABOUT THE MEASURES TO BE TAKEN INTO CONSULTATION	
05	TAKE APPROVED CORRECTIVE MEASURES	
06	OBTAIN PERMISSION FROM YOUR SUPERVISOR TO RESUME YOUR ACTIVITIES	
07	RESUME YOUR ACTIVITIES	

SGR.D.SHEG.0043.v3.0 E - Stop and Consult

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sarens



WORKSHOP SARENS ATYRAU
KAZAKHSTAN

10 LIFE SAVING RULES

#10 LIFE SAVING RULES



#1

TO MANAGEMENT AND HIERARCHICAL LINE

As a member of the Sarens Hierarchical Line, I accept that I am responsible for the continual improvement, leadership, welfare, and safety of all employees within the corporate scope of services, products, and activities.

TO ALL EMPLOYEES

As an employee of the Sarens organisation, I accept that I am responsible for my own safety and that of my work colleagues and must abide by the safe system of work and safe management systems as directed by my employer.

#2

When working at height I must always follow the safe system of work in line with current legislation and Sarens regulations.

#3

I must not tamper with or by-pass any Safety devices that are installed to ensure my safety or that of other operatives whilst equipment is in operation.

#4

I must follow the manufacturer's recommendations for the assembly and disassembly of all plant and equipment and must adhere to the permit to work at all times.

#5

I must be trained, certified, and authorised to operate plant, equipment, and machinery and must abide by the manufacturers rules.

#6

I must adhere at all times to current legislation and regulations regarding the structure and stability of all lifting equipment and special transport equipment.

#7

I must ensure that all work activities and operations that require additional control measures must be completed under a safe system of work and a Permit to Work authorized for use as specified.

#8

I understand and accept that Drugs and Alcohol are prohibited and not permitted in the workplace. Smoking is only allowed in designated smoking areas.

#9

I understand and accept that whilst I am driving vehicles, seat belts must be worn at all times and that it is prohibited to operate a mobile phone or any other device that may distract me as the driver.

#10

I understand that if, after my LMRA, the operations or work activities cannot be completed in a safe manner or if the circumstances have changed, a Stop and Consult procedure is required.

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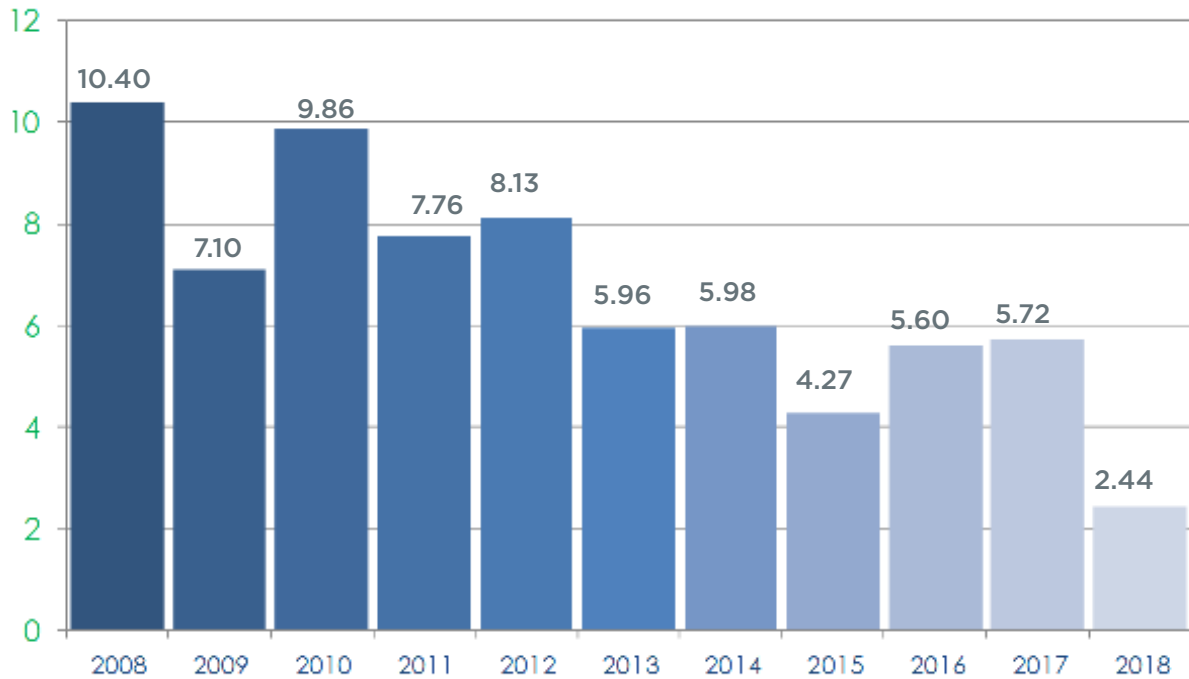
TCO TENGIZ (3GP)
KAZAKHSTAN

PERFORMANCE

FREQUENCY AND SEVERITY RATE (EU)

The frequency rate (Fr) is the number of labor accidents (work stopped more than one day) arisen during a period of 12 months by one million divided by the total working hours.

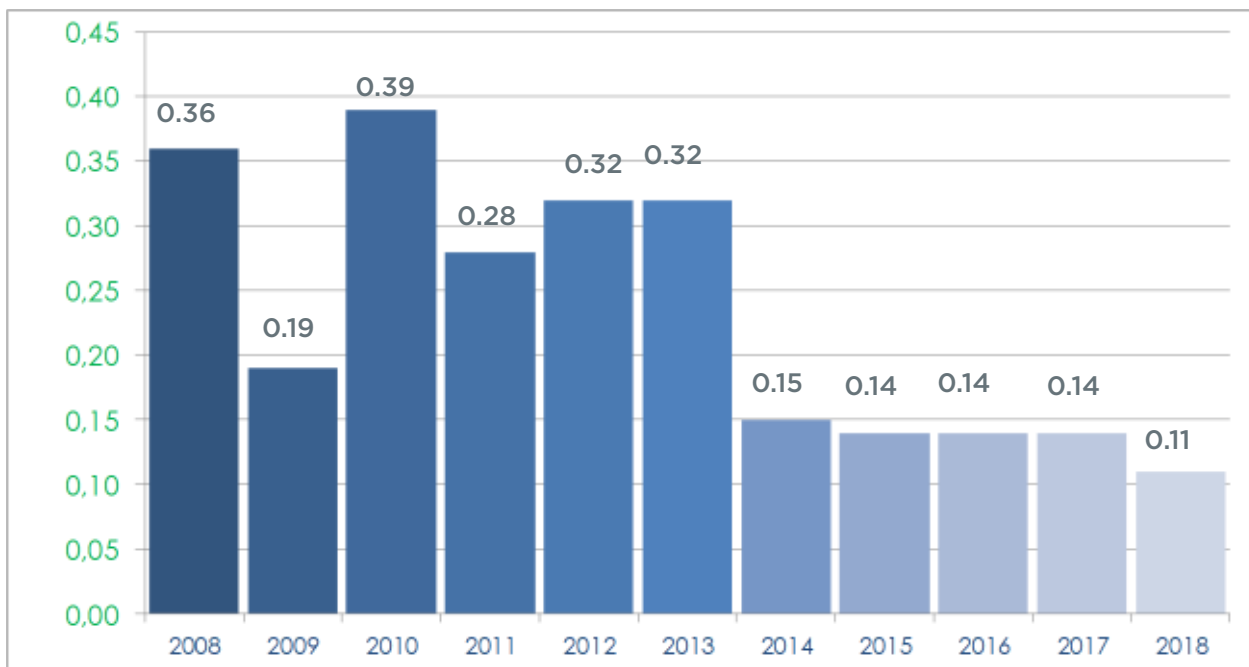
$$\text{Frequency rate} = \frac{\text{number of work accidents with Lost work days} \times 1 \text{ Mio}}{\text{total working hours}}$$



Severity rate - EU

The EU Severity rate (Sr) is the total number of lost days (due to labor accidents) arisen during a period of 12 months by one thousand divided by the total working hours.

$$\text{Severity rate} = \frac{\text{number of total lost work days} \times 1.000}{\text{total working hours}}$$



PERFORMANCE

The BUs who reached already 0 figures for Fr and Sr have to keep their result. They showed already a high safety standard. The policy of Sarens is to reach by 2020 in all BUs the same safety standard.

The target for the Group in 2018 for Fr was set on 5.04, where we reached at the end of the year 2.44. The absolute number of accidents went down to 29 (69 - 2017) in 2018 or a reduction of 53%.

For the Sr the target was set on 0.13 in 2018, where we reached at the end 0.11.

The total days lost went down to 1319 (1548 - 2017) with a decreasing of 14%. There was no fatality in 2018.

Absolute figures accidents - Sarens Group 2018

Country Wise			Region Wise		
Country	# of Total Lost Work Day Cases	# of Total Lost Work Days	Region	# of Total Lost Work Day Cases	# of Total Lost Work Days
Poland	6	307	Western Europe	10	536
Mexico	4	127	Eastern Europe	6	307
France	4	112	North America	0	0
Sarens Projects	4	66	Mexico	4	127
UK	3	80	Asia	0	0
GFS HQ	3	31	Australia	0	0
Netherlands	2	57	South Africa	0	0
Samoco	1	287	North Africa	0	0
Saudi Arabia	1	53	Sarens Projects	4	66
Bahrain	1	3	GFS HQ	3	31
			Sarens Nass (JV)	2	56

A strategic plan was made up in 2016 to bring our Lost Time Accidents (LTA) to “Zero” harm in 2020. Targets were set for the frequency and severity rates.

To make it realistic and smart for each Business Unit (BU), the decision was made to decrease the targets each year with 10% against the actual figures.

REPORTING UNSAFE SITUATIONS AND NEAR MISSES (KPI)

We believe that every day unsafe situations or near misses occur during the execution of our jobs.

Employee observations can be extremely important in preventing accidents. Many times, an accident may result from a situation that employees are aware of but did not report.

At Sarens, if an employee notices an unsafe situation or if he/she was involved in a near miss, each employee is required to report the information immediately to their supervisor. Once the unsafe situation or near miss is reported, the supervisor must take the necessary corrective action(s).

As a proactive target in avoiding incidents and accidents, senior management decided that in each BU per 2500 WH/per month at least one unsafe situation or near miss needs to be reported. More important, local management has the responsibility to take it up and immediate corrective action is required.

For the Sarens Group in 2018, 3 839 unsafe situations or near misses were reported. These reports range from uneven ground or holes in the surface up to determined defects at equipment.

Award system for the “reporter of the month” at Sarens NV and Samoco

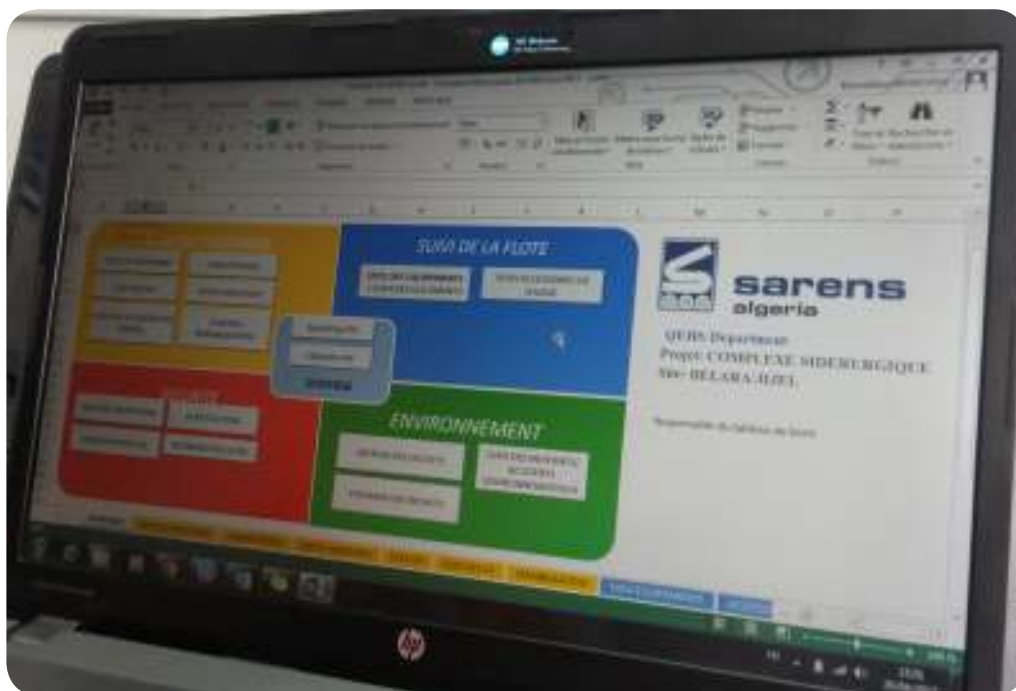


UNIQUE YEAR ACTION PLAN (KPI)

Each BU is working with a unique SHEQ year action plan, based on the input of observations, work place inspections, internal and external audits.

Every month the SHEQ year action plan is updated and followed up by each local management team.

The target is to complete at least 80% of the defined actions which were set up in the beginning of the year.



Digital year action plan for the project Delara / Jijel - Sarens Algeria

TOOLBOX (KPI)

A great way to provide additional training and reinforce the importance of safety are **toolboxes**. According to Sarens' Policy our toolbox is a formal safety moment, conducted at the job site prior to the commencement of a job or work shift. A toolbox focuses on safety aspects related to the specific job.

The toolbox is part of our organization's overall safety program.

Safety meetings are an opportunity for management to communicate to employees how they can do their jobs safer and better. Safety meetings also allow employees an opportunity to relay safety and health concerns or workplace improvement ideas to their supervisors.

Beside the traditional job site toolboxes, each Business Unit has to organise every month a more global toolbox for all employees. The subject can be specifically safety but also occupational health, environment or quality related or a combination. Every employee needs to read and respond as these toolboxes are part of our SHEQ KPIs.



Safety Toolbox 2018/09

Working at height

Please read the toolbox first. After reading you can return here and click on the link to answer the questions by means of the electronic answer form.

CLICK ON LINK ----> : [LINK TO THE ANSWERFORM](#)

Working at height remains one of the biggest causes of fatalities and major injuries. "Work at height" means work in any place where, if there were no precautions in place, a person could fall a distance liable to cause personal injury or death. (For example a fall through a fragile roof).



This toolbox shows how you can take simple, practical measures to reduce the risk of falling while working at height.

What do I have to do?

I must make sure work is properly planned, supervised and carried out by competent people with the skills, knowledge and experience to do the job.

Before any task on height, I have to assess the risks. Factors to weigh up include the height of the job to be done, the duration and frequency of the job, and the condition of the surface being worked on.

Before working at height I have to work through these simple steps:

- 1. Avoid work at height** where it's reasonably practicable. This means balancing the level of risk against the measures needed to control the real risk in terms of money, time, or trouble.



- 2. Where work at height cannot be easily avoided, I have to prevent falls using either an existing place of work that is already safe or the right type of equipment** such as cherry pickers, scaffolding, railings...


Always consider measures that protect everyone at risk (collective protection) before measures that only protect the individual (personal protection).




- 3. If no collective equipment is available, I have to minimize the fall distance and consequences of a fall, by using the right type of personal protective equipment (PPE).**

Before I start using a harness, I have a rescue plan that allows quick access to a person hanging in a harness after a fall!

The average survival time for a person hanging in a harness is only 10 minutes.





Safety Toolbox 2018/09

Working at height

The use of a harness:

Examples of possible uses:

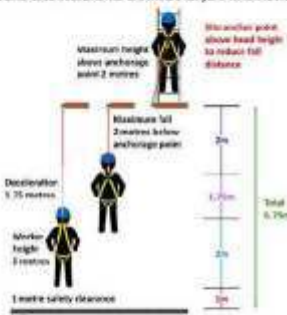
- for working on a roof use a **restraint system** that doesn't allow you to reach the fall area.
- For unloading a trailer, mounting cranes (when no other collective means are possible), use a fall arrest harness and a stop-chute connected to crane hook.

When I use a harness, I need to consider a few things before:

- ✓ **Medical assessment & Training:** I only use a harness when I'm medically fit and I followed the Working at height training, so I know the risks and the preventive measures to take.
- ✓ **Inspected harness:** I check if my harness and its lanyard (or stop chute) have a valid inspection label. (A yearly inspection is a legal requirement) and I check it also myself before use.

FALL DISTANCE: LANYARDS
Worst case scenario for a 2 metre lanyard in fall factor 2



Maximum height above anchorage point: 2 metres
Maximum fall distance below anchorage point: 2m
Anchorage point above head height to reduce fall distance
Deceleration: 0.75 metres
Working height: 1.75 metres
1 metre safety clearance
Total: 6.75m

- ✓ **Force:** I'm aware of the force affecting the body when the fall is stopped by the lanyard and that I need an energy absorber in the lanyard to prevent body injury.
Always use an energy absorber when using a fall arrest system!
- ✓ **Falling distance:** I understand the meaning of 'falling distance'.
Total falling distance = Body length + length of lanyard + length of deployed energy absorber.
Safe falling distance = the total falling distance + approximately 1 meter.
When you use a safety lanyard with an energy absorber and you are connected at foot level, the safe falling distance you need is: +/- 6.75m!
- ✓ **Anchor point:** My anchor point has to meet specific resistance requirements, should be identified, is available for routine work, is easy to use, is right above me or min. at waist height. Except for restraint systems such as in a manbasket (best at floor level).

TOOLBOX (KPI)

In addition to the project related and general toolboxes, Sarens created a specific toolbox for management. The intention is to create a high involvement of management in SHEQ.

Also these toolboxes are mandatory for all management members and are monitored.

Toolbox 2018/1 : MANAGERS SAFETY LEADERSHIP

Clear Direction for better results

Your performance as a manager has a direct impact on the performance of everyone in your team and the organization as a whole.

We discovered that there are many great examples of Safety Leadership already happening in our organization. However, we also found that we do not always implement these practices consistently. We need to get better at talking to our people, recognizing the great work they do, and making the time to discuss their safety behaviors and attitudes.

Safety Leadership is not an optional extra. To achieve it, you'll need to Focus on Five key things – Communication, Clear Direction, Recognition, Learning and Development and Employee Welfare.

1. COMMUNICATION

WHAT WE EXPECT FROM YOU

Hold regular face to face talks with your team; focus people on safety and involve them in the discussion. Allow them to contribute their suggestions, ideas and feedback.

2. RECOGNISATION

WHAT WE EXPECT FROM YOU

Recognise and celebrate when team members have performed well, both informally and through effective use of our various reward channels.

Regular, positive recognition encourages employees to perform to a higher standard, and shows that management is engaged in safety performance.

3. EMPLOYEE WELFARE

WHAT WE EXPECT FROM YOU

Take the time to get to know your staff – what messages will resonate with them (and what won't).

Encourage health and safety awareness not just in the work place, but everywhere.

4. LEARNING & DEVELOPMENT

WHAT WE EXPECT FROM YOU

Ensure that all employees are given the opportunity to learn, whether it's a training course or buddying with a more experienced colleague.

'Always buddy your new recruits with an experienced team member.'

5. CLEAR DIRECTION

WHAT WE EXPECT FROM YOU

Ensure that your team knows and understands our Sarens SHEQ policies and rules.

Ensure your team follows any client guidelines and participate in the hazard reporting system already in place.

Encourage your team to speak up if they are in doubt about how to carry out their required tasks.

LEAD BY EXAMPLE

Very clear: "If you don't follow policy, no-one will."

Conduct regular walks through all departments and ensure procedures are being followed.

This can provide a good opportunity for you to check that employees are informed, knowledgeable and understand their responsibilities – ask them to walk you through tasks.

Wael Raouf CM - Sarens Egypt on a "Managing by walking around" on the project West Nile Delta.




WORKPLACE INSPECTION (KPI)

Workplace inspections (WPI) are a basic necessity of our SHEQ Management system. These inspections need to be done by everybody within our company. Management Team members are encouraged to give the good example to do on a regularly basis workplace inspections.

The best way to do our WPI is to involve our directly responsible department manager(s), so when situations for improvements rise up, they can take immediately action(s) on it.

WPIs serve the purpose of identifying any hazards in our region or business unit. After hazards are identified, they need to be corrected before work proceeds or continues.

WPI done by our CEO during his visit in February 2018 in Sarens Nigeria Buildwell.

	Document number:			Document name:			Date:				
	SGR.D.SHEQ.0027.v1.0 E			Workplace Inspection Report			13.01.2018				
	Function owner:			Function verifier:			Function approver:				
	Group SHEQ Auditor			Group SHEQ Manager			CEO				
Customer: <i>SBN</i>						Project number:					
Site location: <i>LAGOS</i>						Project name:					
Inspection by: <i>WVS</i>						Date: <i>18-2-18</i>					
1. Usage PPE	OK	NOK	N/A		OK	NOK	N/A		OK	NOK	N/A
01. Safety shoes + hard hat		<input checked="" type="checkbox"/>		04. Hand protection				07. Respiratory protection			
02. Eye/face protection				05. Safety harness or life vest				08. Condition of PPE			
03. (High visibility) Work clothing				06. Hearing protection				09. PPE use			
Observations: <i>Some ml wear it - they don't, especially (middle) management. It is marked clearly on the floor (Red T)</i>											
2. Procedures-orderliness	OK	NOK	N/A		OK	NOK	N/A		OK	NOK	N/A
01. Site induction, registration point	<input checked="" type="checkbox"/>			04. Toolboxes	<input checked="" type="checkbox"/>			07. Order & neatness on site	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
02. EHS plan/risk assessment (RA)				05. Pre-job meeting(s)				08. Accident/incident dangerous at location done			
03. Emergency procedure	<input checked="" type="checkbox"/>			06. Escape routes	<input checked="" type="checkbox"/>			09. Safety passport			
Observations: <i>Workshop has improved - yard can be more built, 155! (open parts) [see 3] ; Visibility on safety signs on entrance [see 3]</i>											
3. Managing risks	OK	NOK	N/A		OK	NOK	N/A		OK	NOK	N/A
01. Risk of crushing				08. Outrigger pads, mats, soil				11. Working along railroad			
02. Work at height				07. Fall of objects				12. Working along waterway			
03. Fall to lower level				09. Communication				13. Working along public road			
04. Contact with parts under tension				09. STOP&CONSULT procedure		<input checked="" type="checkbox"/>		14. Heat			
05. Safe slinging of loads				10. Contact with dangerous products				15. Cold			
Observations: <i>Not visible in part / workshop.</i>											
4. Respect for proper use of tools & equipment	OK	NOK	N/A		OK	NOK	N/A		OK	NOK	N/A
01. Hoisting equipment		<input checked="" type="checkbox"/>		07. Boom/door lift				13. First aid kit			
02. Storage of boom sections		<input checked="" type="checkbox"/>		08. Equipment handling/transport				14. Vehicle(s)			
03. Non-movable machinery				09. Lashing				15. Sanitary facilities			
04. Electrical hand tools				10. Heating				16. Fire extinguisher(s)	<input checked="" type="checkbox"/>		
05. Non-electrical hand tools				11. Scaffolding(s)				17. Hygiene			
06. Periodic inspections				12. Ladder(s)				18. Lighting			
Observations: <i>x We have some rules, but nobody here ext... all there [see 3] x container with numbers outside not clear enough (with dust)</i>											

INTERNAL AUDITS (KPI)

Generally, a SHEQ audit is a structured process whereby information is collected relating to the efficiency, effectiveness, and reliability of the total Safety, Health, Environment and Quality management system of a company. SHEQ audits are conducted in compliance with legislation, and are used as a guide for designing plans for corrective actions within SHEQ program.

A SHEQ audit examines and determines whether Sarens daily activities and processes conform to our planned safety, health, environment and quality arrangements as well as government laws. An audit further identifies whether or not the planned arrangements are implemented effectively, and are suitable to achieve our company's SHEQ policy objectives.

SHEQ audits assist in identifying failures within a system, process, or program and the information gathered helps to determine the best course of corrective action.

SHEQ audits are beneficial because they:

- Promote constant review of our systems to ensure that they do not become weakened by habit.
- Facilitate planned improvements to programs, policies, and procedures.
- Help to identify weaknesses in human resources departments.
- Help to demonstrate management's dedication to employee safety, health, environment and quality.
-

SHEQ audits are used to ensure that:

- Sarens SMS has a sound structure and adequate staffing levels;
- Approved procedures and instructions are complied with (HR, Sales, Fleet, Operations, SHEQ);
- The required level of personnel competency and training to operate equipment and facilities, and to maintain their levels of performance, is achieved;
- Equipment performance is adequate for the safety levels of the service provided;
- Effective arrangements exist for promoting safety, monitoring safety performance and processing safety issues;
- Adequate arrangements exist to handle foreseeable emergencies.



Listening to the crane operator if he understood and uses the best practices is key in an audit process - (internal audit - Mexico on the Toluca project).

INTERNAL AUDITS (KPI)

Within Sarens we have a 3 internal audit level system build up:

Level 1: Internal audits

Organized by the local SHEQ Manager.

Objective is to audit, once a year the specific processes within the main departments.

Level 2: Cross audits

Organized by the regional SHEQ Manager in cooperation with the local SHEQ Managers of the region.

Objective is based on a questionnaire to audit the 5 main departments (HR, Sales, Fleet, Operations and SHEQ) in a cross way within the different BUs of the region, once a year.

Level 3: Group SHEQ Audits

Organized by the Group SHEQ Director.

Objective is to audit the BU against the two ISO standards: 9001 (Quality) 14001 (Environment) and the OHSAS 18001 (Health & Safety).

Target is to integrate all our BUs into our one integrated Group Certification by the end of 2019.

New style of auditing in compliance with the new ISO Standards.

Sarens stepped away from the old style of auditing, which was purely based on controlling our documents and processes.

Now auditing is more focused on the effective implementation of our management system.

Do we really practice what we say in our procedures and instructions?

If not, it is better to review these procedures and instructions so they will correspond with what we do in daily practice.

Central is real commitment of the management team during the audit. It gives them in a few days an almost complete overview of how their organization is working in the 'real world'.

Audit USA
Check of hazardous products



MANAGEMENT MEETING (KPI)

The monthly management meetings are an essential part of our organization.

Management meetings are valuable for recognizing and celebrating achievements and keeping our teams informed of important company and departmental information.

The purpose of the monthly management meetings is to review our current progress against our ideal performance. These meetings are typically about parts of the strategy.



Management meeting Sarens Nass (SNME)

REDUCTION OF GENERAL WASTE (KPI)

We installed a new system in Xerox. We can access the device only with an individual card. As a result we use less paper and protect the company knowledge and confidential information against unauthorised access. Xerox will not print without authorisation.



Segregation of waste in our offices (headquarters).



Waste sorting- Sarens South Africa

REDUCTION OF ELECTRICITY CONSUMPTION (KPI)

Reduction of electricity consumption by:

- Using LED-light instead of conventional lighting:
LED-lights use up to 90% less power than traditional bulbs.
- Taking advantages of natural sunlight:
Replacing some parts of the upper walls of the workshop by glass to make the sunlight enter the workshop, thus there is no need for artificial light.



Workshop of Sarens Iraq



Headquarters - Wolvtem - Belgium

GROUP CERTIFICATION

End 2016, Sarens ended up with separate management system certificates across their multiple sites due to business demands, site readiness, process variations, or company mergers. Individual certificates were the best solution at that time, but to qualify, Sarens considered merging their multiple certificates into a single scope of certification.

Our activities across the multiple sites are carried out in a similar manner, under the organization's authority and control and Sarens qualified for a single multi-site certificate with these benefits:

- Single audit of shared services
- Sampling plan for remote sites
- Reduced audit visits and costs
- More uniform system over time

Since 2017, Sarens started to include all Business Units in one Group Certification.

After including the Business Units of Western Europe that year, we are glad to announce that in 2018, Sarens in India, Mexico, Vietnam, and Poland also successfully joined.



GEAR MANUAL

Group standardization in work wear and PPE

There is nothing that speaks more highly of our brand than our very own clothing line and our PPE.

The work wear and PPE are implemented in line with the latest international standards.

Using the standards in our gear manual, each Business Unit has the possibility to look for local suppliers in cooperation with procurement.

The manual contains following information:

- our logo and the colour codes.
- our quality and standards including hyperlinks to the technical data sheets.
- an explanation of the standards of each item including icons and hyperlinks to the EC certificates.
- hyperlinks to the user manuals of each article.
- pictures of clothes and PPE.



New working clothes and PPE in line with the Group standards of Sarens on a project in India.

HIGHLIGHTS 2018

WELL BEING AT WORK

We challenged our employees in HQ in the summer of 2018 to come to work by bike as frequently as possible and to participate in the first bike challenge.

We reminded everybody that riding our bike has a lot of advantages:

1. It's good for your health
2. It's good for the environment
3. You don't have traffic jams
4. It's good for your physical condition
5. It is relaxing
6. and so much more

At the last day of the challenge we offered all employees who came by bike that day a healthy breakfast.



Weekly fresh fruit and vegetables delivered in the office for the employees of the Netherlands

HIGHLIGHTS 2018

World Safety Day was celebrated in Sarens Buildwell Nigeria with Wellness, fitness exercise and Aerobics Competency



Christmas Party at Sarens Brasil



HIGHLIGHTS 2018

Sarens India contribution to the environment on the Environmental Day celebration at the yard in Chennai.



Participating at the Hercules Trophy with a team of HQ in Belgium.



HIGHLIGHTS 2018

Drip trays used for chemical substances to prevent leaks and environmental contamination.



Drip trays on the yard in Sochaczew - Poland



HIGHLIGHTS 2018

Sarens is committed to the environment and the compliance of the local environmental legislation which is why a sewage water treatment plant was acquired to reduce the impact to the environment



sewage water treatment plant
on the yard in Mexico



integrated washbay on the TCO project in CaTRo Kazakhstan

HIGHLIGHTS 2018

Site instruction cards for specific projects (Oil, Gas, ...) used in Sarens Belgium.

WERFINSTRUCTIEKAART (WIK)		KERNCENTRALE DOEL			
Benaming	WIK 06	Revisie	3	Datum	10/10/2018
1. Projectinfo / contactpersonen					
Adres	Scheldemolenstraat 2 – 9130 Doel				
Aard van de werken	Sarens BE voert diverse hijswerkzaamheden uit ten behoeve van KCD of andere contractoren op het terrein. Projectleider - Kurt Verdonck +32(0) 478 31 53 28 Redouan Messaoudi +32 (0) 475 826 749 Sarens BE contacten Planning kranen +32 (0) 52 318 411				
Klanten contacten	Christophe Vermeulen: tel. +32(0) 3 575 35 39 gsm. +32(0) 478 98 05 32 Koen Lens: tel. +32(0) 3 470 46 86 gsm. +32(0) 497 48 39 27				
2. Toegang tot de site					
Het terrein opgaan	Camera's alsook gsm met camera zijn verboden op het terrein. Eerste toegang: kraan parkeren op parking, aanmelden aan het onthaal met ID-kaart en VCA paspoort. Geef naam van de KCD contactpersoon op de 060606 . Na ontvangst badge met kraan binnenrijden via hoofdingang. Vervolgens met kraan naar slagbomen rijden. Bij bewaking aanhouden met keuringoverslag. U ontvangt u een document TOELATING SITE KCD – registratie van hijskraan. De bewaking begeleidt u verder door het sas. Rij dan verder naar de opgegeven werklocatie en neem contact op met uw contactpersoon.				
Nodige documenten	Veiligheidspaspoort met VCA opleidingen, ID-kaart, keuringoverslag van de kraan.				
Badge	Je moet steeds badge zichtbaar dragen. I Badge ook aan ECWA in kantoortainer – badgelezer en rubriek aanduiden (rubriek staat op de veerbaan) Opgelet! Vergeet niet uit te baggen aan ECWA. Opgelet! Bij het verlaten van het terrein met de kraan moet de 'TOELATING SITE KCD – registratie van hijskraan' ingevuld terugbezorgd worden bij de bewaking.				
Verlaten terrein	Verplaatsing op terrein met voertuigen: respecteer de afgesproken route en de max. snelheden op het terrein. Stapvoets binnen productiezones. Gordelkracht verplicht. Neem steeds de officiële weg naar je bestemming. Voertuigen zonder achteruitrijsignaal moeten bij achteruitrijden begeleid worden door spottar.				
	Roken is enkel toegestaan op de daartoe voorziene plaatsen.				
	Niet eten en drinken op de werf of in de kraan. Refters zijn beschikbaar voor contractoren.				
3. Collectieve en persoonlijke beschermingsmiddelen					
	Helm altijd en overal opzetten		Veiligheidsbril: altijd ook als u maar even uit de kraan stapt.		
	Behoorbescherming altijd voorhanden hebben (zie pictogram of instructies op site)		Brandvertragende werkkledij: lange broek, lange mouwen, gesloten kledij.		
	Werkhandschoenen: altijd en overal te dragen.		Oranje sluikooit verplicht voor de seingeveer		
	Werkzone altijd af te zetten met kettingen: geel/zwart (afzetten met lint is verboden – zeer grote risico's voor installaties!). Kettingen zijn beschikbaar in de 060606 ter beschikking gesteld door KCD.		Veiligheidsschoenen		
	Stem af met 060606				
4. Noodprocedures en nummers op de werf					
4444	NOODNUMMER	4444	Medische dienst		
	EHBO post: onthaal 2 ^o verdiep		Verzamelplaatsen: zie grondplan.		
	alarm		Bij sirene onmiddellijk naar dichtstbijzijnde verzamelplaats		
Sarens BE	Meld ieder incident onmiddellijk via de projectleiding – vul een meldingsformulier in				

WIK-006 KCD 2013 (N) - rev 0 - 27092013.doc

5. Specifieke aandachtspunten op KCD	
Werktoelatingen en vergunning	Laat eerst en vooral 060606 TOELATING SITE KCD – registratie van hijskraan verder aanvullen door de werkleider KCD. De werkvergunning moet aanwezig zijn op de werkplek. Werk nooit zonder dat u de 060606 en vergunning gelezen en getekend hebt en de nodige preventie maatregelen werden getroffen! Voor de LMRA uit op de achterzijde van de vergunning, niet de maatregelen waar nodig. START NIET BIJ TWIJFEL OF INDIEN JE ZELF NIET VOOR DE CORRECTE OPLOSSING KAN ZORGEN. STOP EN OVERLEG. Niet in omtrekken en acties ondernemen, vgl. naam in en teken af!
Opstelling kraan	De werkleider KCD geeft aan waar de kraan moet worden opgesteld. Hij heeft toegang tot plan met de gewoelge ondergronden. Controleer de plaats voor opstelling op ondergrondse en/of bovengrondse obstakels, HS , doorgangen – bij problemen meldt u dit aan werkleider KCD. Stamveldig = max 100/m ² - draagvlak beschikbaar op de site – aan te voeren door '1050'. Krij na of werkzone correct afgebakend is MET GEEL/ZWARTE KETTINGEN (in samenwerk met werkleider). START NIET BIJ TWIJFEL OF INDIEN JE ZELF NIET VOOR DE CORRECTE OPLOSSING KAN ZORGEN. STOP EN OVERLEG.
Hoogspanning	HOOIGSPANNING IS OP DEZE SITE OP VEEL PLAGEN AANWEZIG WEES DUS ALERT! Volg de instructies gegeven door de werkleider tijdens de 060606 . De eventuele aarding van de kraan gebeurt door KCD Overheider team E3 . Duidt het aandingspunt van de kraan correct aan. Bij werken in de nabijheid van hoogspanningslijnen moet de 0606060606 hoogspanning en het HS – netwerkpunt altijd aanwezig zijn op de werkplek (zie werkvergunning). Als kraanman bent u verantwoordelijk voor het correct installeren van de nodige begrenzingen van uw kraan. De werkleider controleert dit na installatie. START NIET BIJ TWIJFEL OF INDIEN JE ZELF NIET VOOR DE CORRECTE OPLOSSING KAN ZORGEN. STOP EN OVERLEG.
Hijswerken	Start de hijswerken niet vooraleer u hebt kennis gemaakt met uw hijsleider / 060606 . Start de werken niet vooraleer de zone afgezet en ontruimd is. Werk nooit met aanlagmateriaal dat niet gekend is (leigen / klant), voer een visuele controle van het materiaal uit. Hij is niet onnodig over installaties, hij is niet hoger dan noodzakelijk. Volg de instructies van de aangever, ingeval van twijfel stop en laet de instructies herhalen. Geef de zone waar vrij na de hijswerken.
Einde werk	Laat je 060606 steeds afleveren door de werkleider KCD. Badgen aan ECWA – badgelezer en rubriek aanduiden (rubriek op veerbaan)

LAST MINUTE RISICO ANALYSE (LMRA)

CONTROLEER VOOR AANVAANG VAN WERK: LAAT DE:

- voldoende informatie en instructies hebt om de job veilig uit te voeren (werktoelatingen, vergunningen, achtergronding, aanrijrichting, badgen, etc.)
- de nodige kennis en ervaring hebt om de taak veilig te kunnen uitvoeren
- alle 80 van het team zijn tegen specifieke taak vast
- u beschikt over de juiste PBP's
- allebei de noodprocedures kent (noodnummers, veldwegen, brandvertragingmiddelen)
- de afbakening duidelijk zijn aan de uit te voeren taak en in goede staat van werking zijn
- de werkplek veilig is en het is
- voldoende materiaal wordt gebruikt om voldoende werken op hoogte (i. afdelingen of obstakels te voorkomen)
- maatregelen zijn genomen om de van voorwerpen te voorkomen
- de werkplek voldoende afgebakend is
- de werkplek voldoende verlicht is
- het risico op elektrische afsluitingen is
- instructies met andere contractoren onder controle zijn

IS HET ANTWOORD OP EEN VAN DE VRAGEN NIET? PAS DAN DE STOP- EN OVERLEG-PROCEDURE TOE!

STOP EN OVERLEG

LAST MINUTE RISICO ANALYSE

- 01 STOP VW WERKZAAMHEIDEN
- 02 CONTACTEER DE LEIDINGEVEND
- 03 ANALYSEER DE OMSTANDIGHEDEN EN RISICO'S
- 04 BESLIS IN OVERLEG OF DE TE NEMEN VERBODENMAATREGELEN
- 05 NEEM GOEDGEKEURDE CORRIGERENDE MAATREGELEN
- 06 VERKLAR TOELATING VAN UW LEIDINGEVEND OF UW WERKZAAMHEID EN HERKATTEER
- 07 HERVAT VW WERKZAAMHEID

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HIGHLIGHTS 2018

Informing our people about new SHEQ initiatives is part of our communication strategy to bring more SHEQ awareness to all our employees.



Initiative of Sarens Nass



3-monthly magazine in HQ

ROAD SAFETY

Wheel nut indicators are a cost effective and safe way to monitor wheel nut tightness.

- Reduces the risk of wheel detachment accidents, which protects the public and helps prevent property and load damage.
- Vehicle wheel safety checks are made simple by making them visual.
- Quickly identifies a hot wheel condition, possibly caused by bearing failure or brake drag.
- Assists in fleet maintenance and safety.
- Decreased equipment down time and operational costs.
- Demonstrates a fleet operator's commitment towards vehicle safety.



wheel nut indicators in Egypt




Using a tire inflation cage for safe working in Mexico



Safety guards on trailers used as a tool in prevention (working on height) at Sarens UK

LESSONS LEARNED - ACTION TAKING SYSTEM



	Document number:	Document name:	Date:
	SGR.D.SHEQ.0019.v4.0 E	Safety Alert	03.10.2018
	Function owner:	Function verifier:	Function approver:
	Group SHEQ Auditor	Group SHEQ Director	CEO

Safety Alert:
Country: France
TITLE: Road Accident – AC100

WHAT HAPPENED:

The crane driver was driving a Demag AC100 on a departmental road. Access to this road for 1st category convoy is in line with the legal regulation.
 At the location of the accident, the road makes a 90-degree turn to the left. The total length is around 100m and slope percentage 5%.
 At the edge of the 45-degree turn, the crane operator drove too close to the side of the road, damaged the wooden fence and lost control of his vehicle. He was unable to turn the wheel and the crane swung into the ditch on the side of the road, making a rollover before coming to a stop.
 The road was not wet; the weather conditions were good.

HOW DID THIS ACCIDENT OCCUR?

The crane operator lost control of his crane.
 At a turn to the left the crane tilted and rolled off road and off the slope near the road.
 An inspection was ordered to ensure proper functioning of the crane.
 They determined that the running gear, the tires and the axles do not present any defects or anomalies that could have caused an accident.
 The most likely cause (expert report) is the following:

- inappropriate speed of the crane prior to the curve while driving downhill

PICTURES:



WHAT ACTION TO BE TAKEN TO AVOID SUCH ACCIDENT:

- Be careful when driving and anticipate any turns or dangerous situations on the road.
- Respect the speed limits, especially those specific to the machine.
- Make sure you know how to use the braking-system of your crane correctly (read the instruction manual)
- Never use your phone or be busy with papers while driving.

You are responsible for your safety, respect the rules and show a safety behaviour in all circumstances!

SHEQ INVOLVEMENT OF MANAGEMENT TEAMS



safety walk-around with Egyptian Sarens management on the yard



closing meeting after internal Group SHEQ audit with involvement of Sarens Iraq management



Closing meeting with management of Sarens Vietnam after external audit

**“ONE IS NOT EXPOSED TO DANGER
WHO, EVEN WHEN IN SAFETY
IS ALWAYS ON THEIR GUARD.”**

- PUBLILIUS SYRUS, 85 BC - 43 BC.



ENDING NOTE

Looking forward to 2019 there will be many challenges ahead:

- All BUs integrated in the Group certification
- SHEQ introduction e-learning course for our employees
- Safety Instruction Manual
- Reviewed integrated SHEQ manual in compliance with new ISO standards for 9001 and 14001 and ISO 45001
- Renewed safety stickers for equipment
- Crane Operator minimum maintenance handbook
- implementation of Improvement Sarens Application (ISA) system



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