

## Integrated Management System (IMS) Outline - Introduction and Interaction of the Processes

### 1 Introduction

The Morgan Sindall Integrated Management System (IMS) meets the requirements of the following recognised standards, and certification is subject to regular external continuing assessment programme visits by our certification body:

- ISO 9001:2015 Quality Management System
- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 14001:2015 Environmental Management System,
- ISO 44001:2017 Collaborative Business Relationships\*
- ISO 37001 Anti Bribery Management System\*\*
- PAS 1192-2:2013 / ISO 19650 Building Information Modelling\*\*\*

The scope of certification is:

‘the design and delivery of civil engineering projects within the following six key industry sectors of nuclear, energy, water, highways, rail and aviation’ \*\*\*\*

The scope of the integrated management system is that it applies to, and is operated on, all contracts undertaken by Morgan Sindall. For Joint Ventures and Alliances, the use of Morgan Sindall’s IMS is promoted, however there may be cases on JV’s or Alliances where prior agreement/approval has been reached on system use by the JV board.

\* See also Corporate (and specific joint) Relationship Management Plan

\*\* See also Anti Bribery Management System Handbook

\*\*\* See also BIM Procedure Manual

\*\*\*\* Applies to ISO 9001, ISO 14001 and ISO 45001, other certification schemes have specific scopes stated on the relative certificates

In addition, for the design and delivery of contracts, client specific requirements will be incorporated as appropriate (e.g. defence, rail etc). Contracts will be required to comply with any client specific procedures as appropriate. These should be mapped against Morgan Sindall policies and IMS, and incorporated in the Project Execution Plan to ensure the best available process is adopted. In integrated alliances and joint ventures, these should be reviewed and the most appropriate system adopted.

### 2 Context and Interested parties

#### 2.1. Context

Morgan Sindall determines the generic internal and external issues that are relevant to and have an effect upon achieving the intended results of its IMS. These things are considered as part of the sector strategies, and the levels of detail also change in accordance with the management systems perspective above as appropriate:

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	Issues	Follow Up
Internal	<ul style="list-style-type: none"> <li>Group strategy</li> <li>Principles (Policies)</li> <li>Organisation (changes)</li> <li>Organisational Performance               <ul style="list-style-type: none"> <li>Purposes</li> <li>Support Processes</li> <li>Operational Processes</li> </ul> </li> <li>Monitoring, analysis and evaluation               <ul style="list-style-type: none"> <li>Risks and opportunities</li> </ul> </li> <li>Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Management System Review</li> </ul>
External	<ul style="list-style-type: none"> <li>Legislation and regulations</li> <li>British and Intl Standards (BS/ISO)</li> <li>Technological advances</li> <li>Targeted Markets and Competition</li> <li>Environment</li> </ul>	<ul style="list-style-type: none"> <li>Participation in forums and technical committees.</li> <li>R &amp; D</li> <li>Recruitment Management / HR</li> <li>System Review</li> </ul>

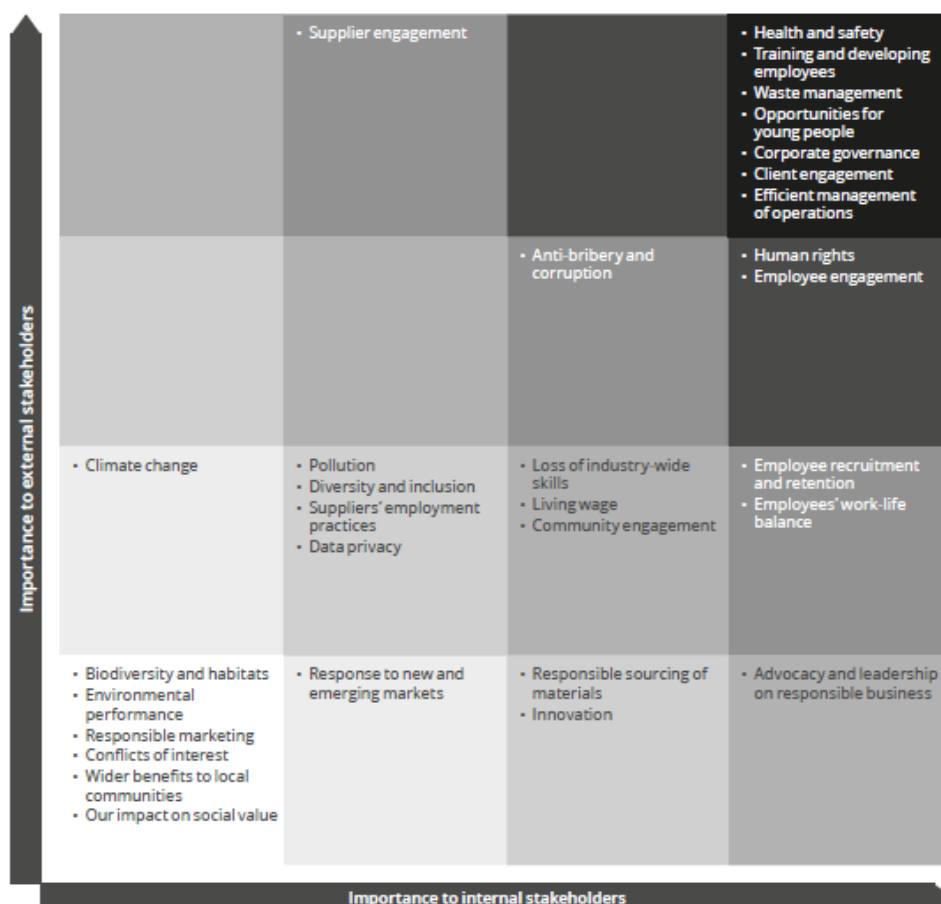
### OUR TOTAL COMMITMENTS

Our Total Commitments and the associated material issues are shown below.



### OUR MATERIALITY MATRIX

This chart shows how our stakeholders ranked all the responsible business issues covered in the consultation. Further detail on the survey results can be found in the responsible business section of our website.



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### 2.2 Interested Parties

Morgan Sindall understands the needs and expectations of interested parties involved in the IMS. We identify our key stakeholders as our current and future employees, investors, clients, supply chain partners, joint venture partners, local communities, industry associations, and government bodies and regulators. We communicate regularly with each of these groups to keep them informed of our activities and to ensure that we are up to date with what is important to them. The nature and frequency of our interaction with each stakeholder group is set out in detail on our responsible business website pages.

	Interested Parties	Relevant Requirements	Follow Up
Internal	<ul style="list-style-type: none"> <li>Morgan Sindall Group</li> <li>Internal Customers (people)</li> </ul>	<ul style="list-style-type: none"> <li>Core Business Overview</li> <li>Support Process</li> <li>Standards</li> <li>Guidance documents</li> <li>SHEQ Plans</li> </ul>	<ul style="list-style-type: none"> <li>Indicators</li> <li>Internal Audit</li> <li>Project Inspections</li> <li>Project Controls</li> </ul>
External	<ul style="list-style-type: none"> <li>Morgan Sindall Group companies</li> <li>Partners</li> </ul>	<ul style="list-style-type: none"> <li>Memorandum of Understanding</li> <li>Joint Venture Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Parent company audits</li> </ul>
	<ul style="list-style-type: none"> <li>External Customers</li> </ul>	<ul style="list-style-type: none"> <li>Contract</li> </ul>	<ul style="list-style-type: none"> <li>Customer Support</li> <li>Client Satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>External Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Supplier performance monitoring</li> </ul>
	<ul style="list-style-type: none"> <li>Local communities and worksite surroundings (affected neighbours, industry associations, NGOs)</li> </ul>	<ul style="list-style-type: none"> <li>Project Environmental Management</li> </ul>	<ul style="list-style-type: none"> <li>Communications from interested parties</li> </ul>
	<ul style="list-style-type: none"> <li>Regulators</li> </ul>	<ul style="list-style-type: none"> <li>SHE Legal Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Regulator visit register</li> </ul>
	<ul style="list-style-type: none"> <li>Investors</li> </ul>	<ul style="list-style-type: none"> <li>Stock market requirements</li> </ul>	<ul style="list-style-type: none"> <li>Financial auditing</li> </ul>

## 3 Leadership and Organisational Structure

### 3.1 Leadership

Morgan Sindall demonstrates its leadership and commitment to the IMS by:

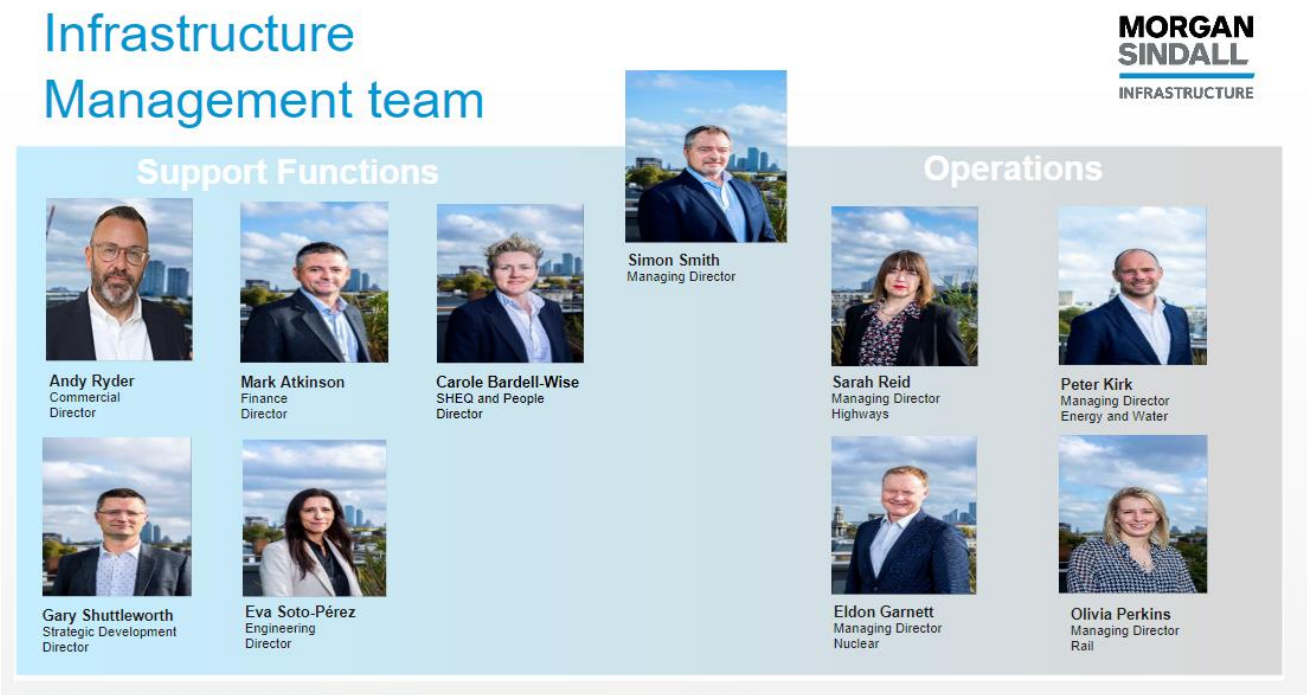
- communicating the importance of effective management and compliance with the requirements of system
- identifying and disseminating the company policies
- establishing appropriate objectives to the context of the organisation and promoting continuous improvement
- reviewing the effectiveness of the Management System, managing the risks that threaten the achievement of the objectives
- ensuring the necessary resources for the system through the organisational structure

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### 3.2 Organisational Structure

The organisation chart below shows how the business is structured:

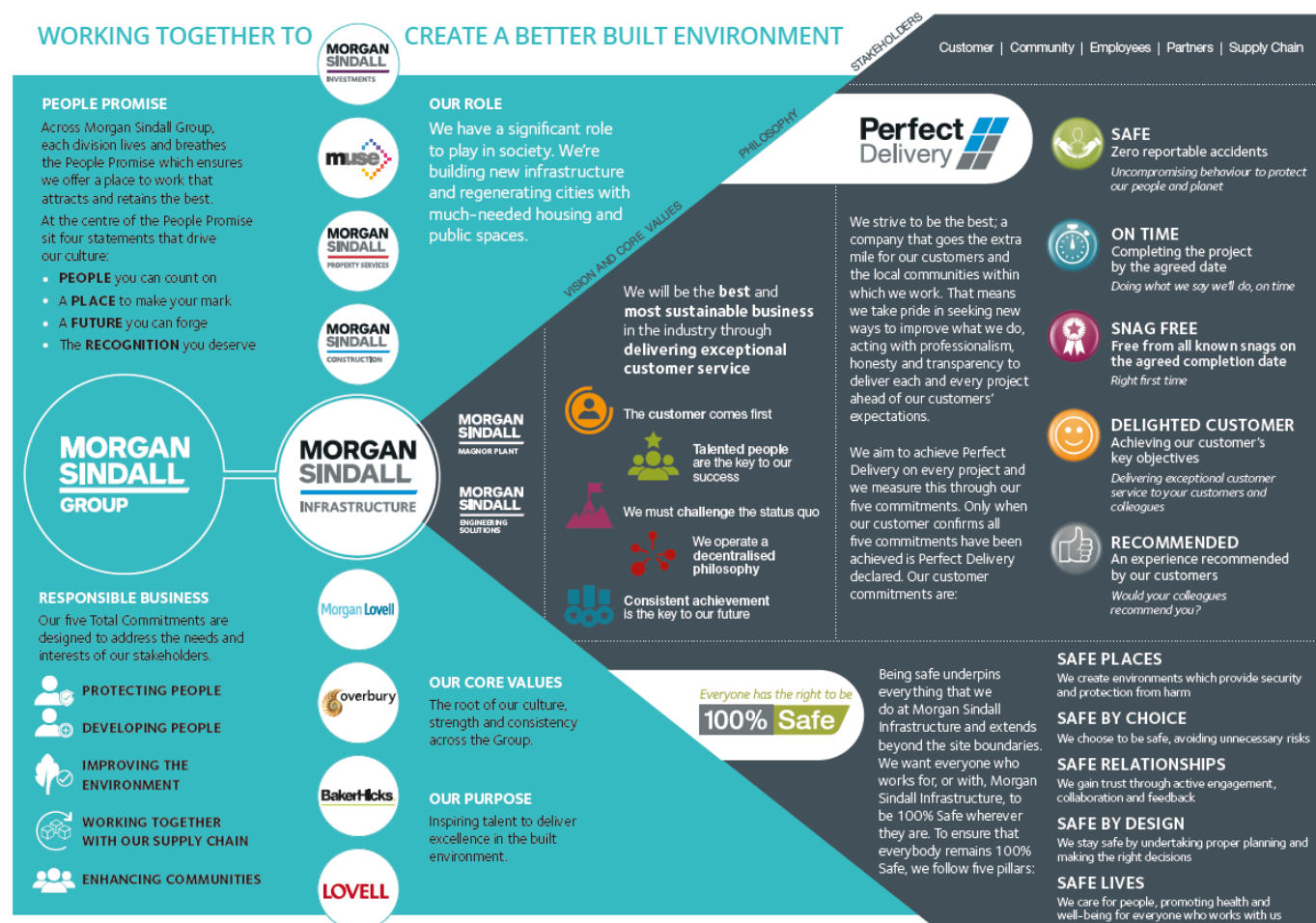


### 4 The 'integrated approach'

The graphic below illustrates how Morgan Sindall fits within the Morgan Sindall Group, and how our Vision and Values, Philosophy and stakeholders are integral to the way we work. The [company boilerplates](#) provide further information on the context of the business, and the [company website](#) illustrates our sectors and capabilities.

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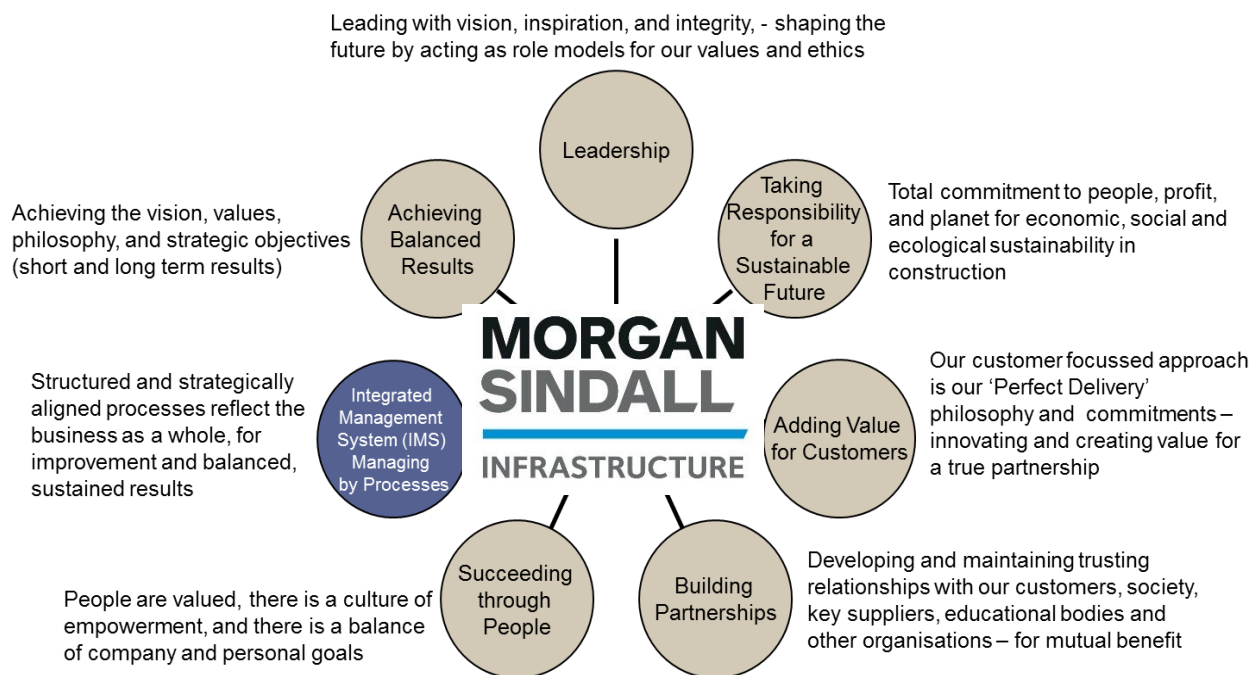


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Fig 1 (below) - shows how the Integrated Management System fits within the business



The objectives of the IMS are:

- To maintain an Integrated Management System (IMS) that is process based
- Facilitate system simplicity and easier user interface
- Minimal 'layers' of processes, for quicker access to information
- A step by step logical approach showing how each part of the business fits in to the whole
- Flexibility to accommodate the diverse needs of the business in a consistent framework with integral gateways as appropriate
- Consolidation of supporting documents – such as standards, guidance, forms etc.

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### 5 IMS Structure – ‘How it all fits’

The structure of the IMS hierarchy is as shown below, for the varying levels of documentation and controls.

Filter by 'Type of Document'	Filter by 'Function'	Filter by 'Speciality'	Filter by 'Value Stream'
<input type="checkbox"/> (Empty) <input type="checkbox"/> Forms and Templates <input type="checkbox"/> Guidance <input type="checkbox"/> Plans <input type="checkbox"/> Policies <input type="checkbox"/> Process Maps <input type="checkbox"/> Standards <input type="checkbox"/> Toolbox Talks	<input type="checkbox"/> (Empty) <input type="checkbox"/> Audit <input type="checkbox"/> Commercial <input type="checkbox"/> Core <input type="checkbox"/> Design <input type="checkbox"/> Finance <input type="checkbox"/> HR and Training <input type="checkbox"/> IT <input type="checkbox"/> Perfect Delivery <input type="checkbox"/> Planning <input type="checkbox"/> Plant, Equipment and Transport <input type="checkbox"/> PR and Communications <input type="checkbox"/> Procurement Supply Chain <input type="checkbox"/> Project Management <input type="checkbox"/> SHEQ <input type="checkbox"/> Test and Commissioning	<input type="checkbox"/> (Empty) <input type="checkbox"/> Anti-Bribery <input type="checkbox"/> BIM ISO 19650 <input type="checkbox"/> BIM PAS 1192/2 <input type="checkbox"/> Collaborative Business Relationships <input type="checkbox"/> N/A	<input type="checkbox"/> (Empty) <input type="checkbox"/> Aftercare <input type="checkbox"/> Continuous Activity <input type="checkbox"/> N/A <input type="checkbox"/> Pre Construction <input type="checkbox"/> Pre-Construction <input type="checkbox"/> Project Management <input type="checkbox"/> Project Mobilisation <input type="checkbox"/> Strategy <input type="checkbox"/> Test and Commissioning

These are:

- Policies
- Corporate and Operational Process Maps
- Standards
- Guidance
- Forms and Templates
- Plans

see **Management System Document Definitions**  
[\(Q GUID 01\)](#)

There are also gateways where industry or sector specific requirements dictate, such as Rail.  
 There is a separate certification registration for BakerHicks design.

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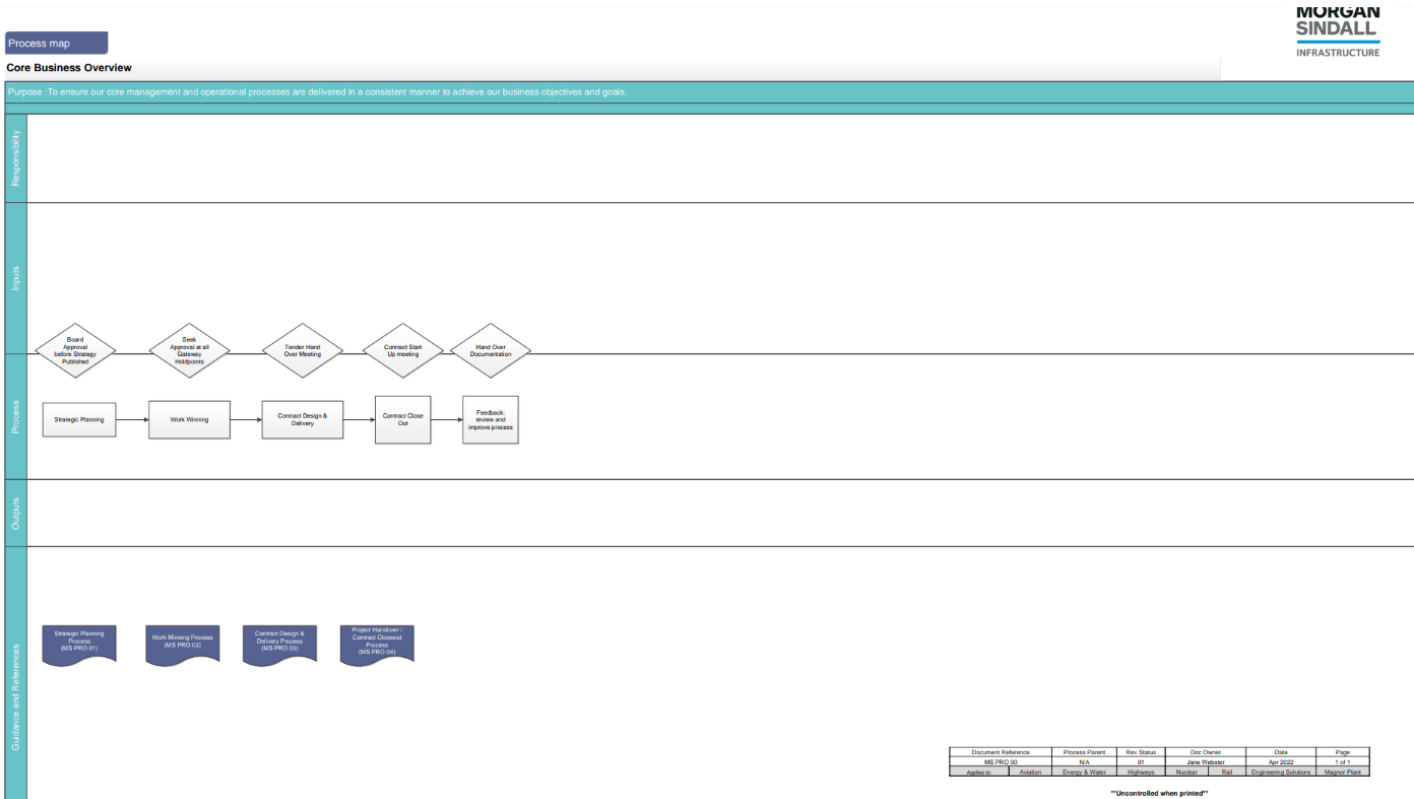
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### 6 Processes – their sequence and interaction

The process maps have been developed to reflect the business as a whole using an agreed consistent template, their sequence can be described as follows:

- **Core Business Overview or 'Business Process Model'** provides an overview of the business four core activities or 'what we do' (Strategic Planning, Work Winning, Contract Delivery, and Contract Close Out) owned by the executive team, and define the key gateways, inputs and outputs within the business.
- **Support Processes** – the functional processes which provide support by and for the business
- **Sub-processes** – these provide a further level of detail at working level

Together, the above act to ensure there is correlation between the processes and operations of the business.



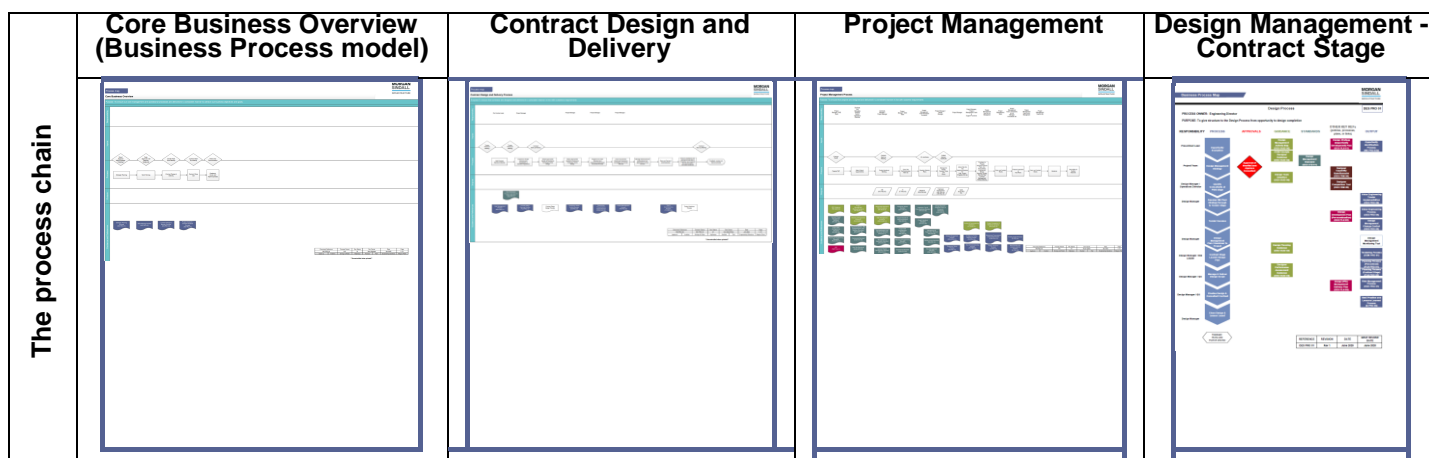
**Fig 2 – Core Business Overview (Business Process Model)**

1. Gateways - each of the 4 core activities have 'gateways' to detailed sub-processes (e.g. work winning)
2. Approvals – indicate relevant approvals or links to the relevant support document such as contract start up meeting notes, and
3. Support function processes – as above these are the functional processes which provide support by and for the business

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The project management process (above) covers the operational areas with links to the support functions such as Health & Safety, HR, Commercial, IT, Finance etc. Some support functions will relate to the role of that function, and some are used by the business to support their activities (i.e. H&S will support the activities in project management, etc).

Detailed standards support the processes where applicable, providing the requirements on specific activities that reflect regulatory, or clarify operational, requirements and detail to ensure a consistency of approach.

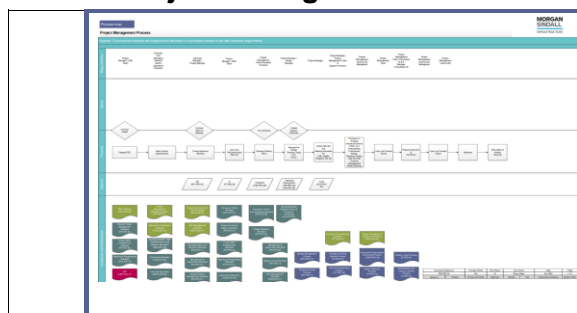
Additional information is provided where appropriate by guidance documents which support the process and/or standard for some topics, or operations.

Access to the system is via the Morgan Sindall Infrastructure Intranet, the documents are printable and can therefore be used on projects and at locations without electronic access, however it should be noted that all documents that are printed are uncontrolled.

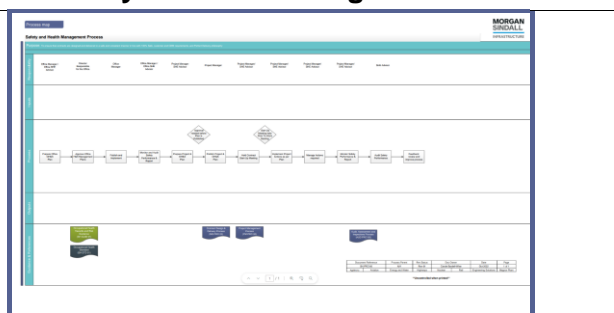
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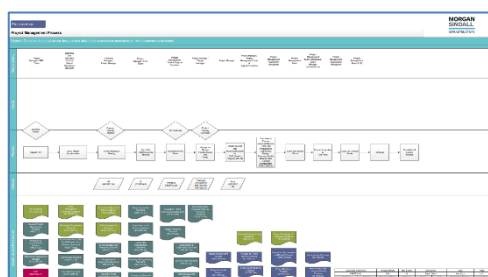
### Project Management Process



### Safety & Health Management Process



Working with fully integrated processes ensures that we work together under a common approach. The structure of the IMS is a clear standard design, with gateways signposting through from corporate to operational arrangements. This simplification ensures the system is easy to use while allowing our diverse business needs to be accommodated in one consistent framework.



Management System  
**Plan**

**Project Execution Plan (PEP) – Part 1**

**Project Control Document**

Morgan Sindall, Infrastructure – (Insert Business Unit name)

Document title:  
**Project Execution Plan (PEP) – Part 1 for (Insert the title of the project)**

Document number: (eg XXXX-MSIH-ZZ-ZZ-PO-W-0003)  
(Insert a unique document number that is compliant with ISO19500 or a prescribed naming convention of the Client if mandated.  
Do not include a revision reference here; it is on the next page in the revision schedule)

Management System  
**Form**

**Contract Start up Meeting**

1. Confirmed Title: \_\_\_\_\_

2. (a) Contract Number: \_\_\_\_\_

2. (b) Scope of Work: \_\_\_\_\_

3. Minutes: \_\_\_\_\_

4. Distribution: All attending and those with access discussion: \_\_\_\_\_

5. Status: \_\_\_\_\_ Version: \_\_\_\_\_ Action: \_\_\_\_\_ Time: \_\_\_\_\_ Completion Date: \_\_\_\_\_

6. Review minutes of the Proposal Manager's Contract Handover Meeting: \_\_\_\_\_

7. Have tender documents listed in handover meeting been received by contract staff? \_\_\_\_\_

8. Have full set of initial issue working contract documents been obtained? \_\_\_\_\_

9. (a) Contract Business Unit Commercial Director to arrange form of contract: \_\_\_\_\_

The live system has the flexibility to evolve with the needs of the business via feedback and comments and there is a programme for formal periodic process review by process and document owners. There is a dedicated address [ContactIMS@morgansindall.com](mailto:ContactIMS@morgansindall.com) which confirms the agreed actions resulting from this process. There is an IMS Optimise improvement group in place which along with the above helps ensure:

- there are methods for effective operation and control of processes
- monitoring of process resources and information against requirements such as legislation, standards (including minimum documented requirements) and any other requirements related to

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the business

- processes are authorised, monitored, measured and analysed in line with change (internal - such as management review outputs, or external – such as legislation), and formal reviews to implement the actions necessary for continuous improvement.

Related documents:

<a href="#">SHEQ STD 03</a>	SHEQ Management Framework – policy and arrangements
<a href="#">Q GUID 01</a>	IMS Document System Definitions
<a href="#">SHEQ STD 04</a>	Management Review Matrix and Agenda
<a href="#">Q GUID 03</a>	IMS Change Control
<a href="#">SH GUID 04</a>	Legal and Other requirements`

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