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Procedures, activities, records of Finance and Vigilance divisions are confidential and will not be divulged to auditors. Similarly any record of confidential nature shall not be made available to the auditors. **Occupational Health & Safety (OH&S) policy/procedures are applicable to Corporate Office only.**
INTRODUCTION

The adoption of the Integrated Management System is a strategic decision of the organization to improve its overall performance and provide a sound basis for sustainable development initiatives.

The objective of this initiative is to ensure the ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.

It will also facilitate and identify opportunities to enhance customer satisfaction.

EPI has adopted process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking to manage its activities, processes and projects. Top management makes full use and employs quality management principles as below:

- Customer focus;
- Leadership;
- Engagement of people;
- Process approach;
- Improvement;
- Evidence-based decision making;
- Relationship management.

ORGANIZATIONAL KNOWLEDGE

EPI management believes in collective working and team participation. Over the years EPI has achieved a high level of expertise by implementing and executing varied types of projects.

EPI continuously addresses the need to determine and manage the knowledge maintained by the organization, to ensure the operation of its processes and that it can achieve conformity of products and services.

Today the organization has vast pool of organizational knowledge to ensure:
a) Safeguarding the organization from loss of knowledge, e.g.
   - through staff turnover;
   - failure to capture and share information;

b) Encouraging the organization to acquire knowledge, e.g.
   - learning from experience;
   - mentoring;
   - benchmarking.

RISK BASED THINKING

The concept of risk-based thinking has been implicit in our activities, processes through requirements for planning, review and improvement. When the risks are higher, it is imperative to determine risks as a basis for planning. This represents the application of risk-based thinking to planning and implementing management system processes.

One of the key purposes of risk base thinking is to act as a preventive tool.

The risk-based thinking applied in our projects for planning, measurement and monitoring has resulted in achieving our organizational responsibilities.

Not that all the processes of management system represent the same level of risk in terms of the organization’s ability to meet its objectives, and the effects of uncertainty are not the same for all organizations. The organization is responsible for its application of risk based thinking and the actions it takes to address risks, including collection and documentation of information as evidence of its determination of risks.
ORGANIZATION AND ITS CONTEXT

Envisioning and visualizing the concept of turnkey projects as an effective tool to create the needed infrastructure to hasten the pace of multi-disciplinary industrial construction, EPI was incorporated in 1970 as a Government of India Enterprise under the administrative control of Ministry of Heavy Industry & Public Enterprises. Since then, EPI has admirably performed its assigned roles as the country's Prime Contracting and Consultancy Company and has left its imprint not only in India but in the overseas also where its past operation, spread over a decade in the wake of oil boom construction scenario in the Middle East, saw EPI successfully executing number of projects in Iraq, Kuwait, Saudi-Arabia, UAE, Yugoslavia, Maldives, Bhutan and Thailand and currently Border Management & Surveillance Project at Oman. EPI has also to its credit execution of more than 540 projects of varied nature and complexities in India and 31 projects abroad.

EPI has the rare distinction of having worked for almost all Power Utilities and Steel Plants in India, in the Public Sector as well as in the Private Sector. EPI is proud to be one of the first few companies to have been awarded integrated certification for Quality Management and the Environment Management System ISO 9001, ISO 14001 and OHSAS 18001 for its areas of operations and is a “Mini Ratna” Company.

CONCEPT TO COMMISSIONING

As a prime contracting company, EPI offers to undertake projects from CONCEPT TO COMMISSIONING including:

- Feasibility Studies
- Detailed Project Reports
- Design & Engineering
- Project Management Consultancy
- Supply of Plant and Equipment
- Civil, Structural, Mechanical, Electrical & Instrumentation Works
- Erection, Trial run & Commissioning
- Quality Assurance
- Operations & Maintenance

We have recently changed our Articles of Association to incorporate the Information Technology (I.T) related works. We have entered into the field of I.T Infrastructure and I.T application related Projects.

The company also plans to execute the smart city projects in India in collaboration with French Associates for which MOUs had been signed for different areas of upcoming smart cities projects.
TYPE OF ACTIVITIES: Broadly Engineering Projects (India) Ltd., has undertaken projects in the following categories.

Civil Engineering

- Housing and Integrated Townships
- Prestigious and Sophisticated Public/Private Buildings
- High Rise RCC Structures
- Civil and Structural Works of Steel Plants, Power Plants, Refineries, Oil Terminals, Ordnance Factories etc.
- Infrastructure and Development works.
- Roads, Bridges & Flyovers
- Storage Silos
- Airports and Control Towers
- Sport Stadia
- Ports
- Hospitals & Superspeciality Hospitals

Multidisciplinary/Composite Projects

- Border Management & Surveillance System

Material Handling Projects

- Lump Iron Ore in Mines
- Raw Materials in Steel Plants
- Raw Coal from Mines
- Crushing and Conveying Coal at Thermal Power Stations
- Fly Ash/Bottom Ash
- Non-ferrous Ore
- Fertilizer at Ports
- Limestone at Cement Plants
- Grain Silos
**Metallurgical & Coal Based**

- Reheating Furnaces
- Electric Arc & Reduction Furnaces
- Lime & Dolomite Kilns
- Lime Calcination Plants
- Steel Melting Shops
- Walking Beam Furnaces
- Finishing & Processing Lines
- Sponge Iron Plants
- Tube Mills & Related Projects

**Industrial Projects and Process Plants**

- Ore Beneficiation Plants
- Coke Oven By-Product Plants
- Coal Washeries
- Calcium Carbide Plants
- Nitric Acid and Sulphuric Acid Plants
- Process Plants
- Sugar Plants

**Water Supply & Environmental Engineering**

- Rural and Urban Water Supply Systems
- Water Treatment Plants
- Water Distribution
- Sewage Treatment
- Chemical Effluent Treatment

**Oil Petrochemical and Chemical**

- In-plant Piping
- Cross Country Pipelines for Oil and Oil Products
- Oil Storage Depots and Handling
- Group Gathering Stations
- Zero Flare Facilities
EPI has its permanent establishments at following locations:

**CORPORATE OFFICE:**
Address: Core-3, Scope Complex, 7, Lodhi Road, New Delhi-110003.
Phone: 011-24361666/24365052
Fax: 011-24363426
Website: [www.engineeringprojects.com](http://www.engineeringprojects.com) and [www.epi.gov.in](http://www.epi.gov.in)
E-mail: epico@epi.gov.in

**N.R.O. DELHI:**
Address: 2nd Floor, Core-3, Scope Complex, 7, Lodhi Road, New Delhi-110003.
Phone: 011-24361666
Fax: 011-24368293
E-mail: nro@epi.gov.in and nro@engineeringprojects.com

**E.R.O. KOLKATA:**
Address: 50, Chowringhee Road (8th & 9th Floors) Kolkata -700 071
Phone: 033-22824426/22824358
Fax: 033-22824428/22825883
E-mail: ero@epi.gov.in and ero@engineeringprojects.com

**W.R.O. MUMBAI:**
Address: Bakhtawar 6A, 6th Floor, Nariman Point Mumbai-400 021.
Phone: 022-22027585/22026347
Fax: 022-22882177
E-mail: wromumbai@epi.gov.in and wromumbai@engineeringprojects.com

**S.R.O. CHENNAI:**
Address: 3D, East Cost Chambers 92, GN Chetty Road, T.Nagar, Chennai-600 017.
Phone: 044-28156421/28156886/28157106
Fax: 044-28156629
E-mail: sro@epi.gov.in and sro@engineeringprojects.com

**N.E.R.O. GUWAHATI**
Address: 4th Floor, Hindustan Tower Block-A, Jawahar Nagar, N.H. 37, Beltala, Guwahati-781022 Assam
Phone: 0361-2133686/2134681
Fax: 0361-2223617
E-mail: nero@epi.gov.in, nerguwahati@rediffmail.com and nerguwahati@gmail.com
UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

The organization must work consistently to provide products and services that meet customer and applicable statutory and regulatory requirements. The organization shall also monitor and review information about the interested parties and their relevant requirements. To achieve this the organization shall determine:

a) The interested parties that are relevant to the Integrated Management System;
b) The requirements of these interested parties that are relevant to the Integrated Management System.

ORGANIZATION’S ROLE:-

1. To be customer oriented, determine customer’s needs and expectations, convert these into requirements and fulfill them so as to enhance customer’s satisfaction.

2. To ensure EPI’s project for its client are environment friendly as well as compliant to the applicable legal and other requirements.

3. To ensure safe environments to EPI’s employees, customers and stakeholders in Corporate Office.

4. For the services provided by EPI, the requirements (needs and expectations including the legal and other requirements) of customers are identified and documented in the form of a contract or LOI.

5. In order to meet specific customer requirement, strategic technological alliance may be made with experts in that field so as to fully meet the customer needs.

6. The customer satisfaction / feedback including complaints are received and analyzed regularly to enhance customer satisfaction.

EPI has a separate QUALITY, ENVIRONMENTAL, OH & SAFETY POLICY STATEMENT and QUALITY, ENVIRONMENTAL, OH & SAFETY OBJECTIVES STATEMENT which underlines & focuses on the importance of needs and expectations of interested parties. This is communicated to all employees and is displayed at appropriate locations & also available to the public and interested parties.
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<th>Sl No</th>
<th>INTERESTED PARTIES</th>
<th>NEEDS AND EXPECTATIONS</th>
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| 1 | Employees | • A pleasant and safe working environment  
• An attractive benefits package & Pay commensurate with performance  
• Opportunities for training and development  
• Opportunities for promotion  
• Recognition for innovation or new ideas  
• Feedback on performance  
• Medical Facilities |
| 2 | Client/Customers | • Timely completion of the Project  
• Quality of the finished Project should be exactly as per agreed contract  
• Regular Communication for Project completion schedule with Site In-charge and its implementation  
• Prompt service post execution of project  
• Taking into account of the environmental factor during Project Execution |
| 3 | Contractors/Suppliers | • Timely handing over of Site  
• Timely distribution of approved drawings and materials (Is in the scope of EPI)  
• Timely payments against work executed or material supplied |
| 4 | Government/Ministry | • Effective implementation of MOU which is signed in the beginning of each financial year with the Ministry of Heavy Industries and Public Enterprises and reviewed half yearly with Ministry  
• Image of the organization & adoption of the latest technologies  
• Profitability  
• Dividend |
QUALITY, ENVIRONMENTAL, OCCUPATIONAL HEALTH & SAFETY (OHS) POLICY AND OBJECTIVE REQUIREMENTS:

QUALITY, ENVIRONMENTAL, OCCUPATIONAL HEALTH & SAFETY (OHS) POLICY:-

To formulate and implement a Quality, Environmental, OHS Policy for EPI, appropriate to its products, activities, services and focus on environmental, occupational health & safety performance.

The quality, environmental, OHS policy of EPI have been established as given in chapter EPI/MH/06.

1.0 Responsibility: CMD

2.0 Actions & Methods:

i. The Quality, Environmental and Safety Policy, appropriate to the purpose of the company has been defined, documented and issued by CMD and is communicated to all persons working for or on behalf of EPI. This is implemented and maintained at all locations of EPI and its site Offices.

ii. The Quality, Environmental and Safety Policy has been circulated to all employees and is displayed at appropriate locations.

iii. The Quality, Environmental and Safety Policy has been formulated based on the organizational goals and company's mission.

iv. The Company’s Quality, Environmental and Safety Policy has been explained by CMD to all HODs and by all HODs to concerned employees.

v. It is ensured that the Quality, Environmental and Safety Policy is understood, implemented and maintained by all concerned.

vi. The policy focuses on commitment for enhancing customer satisfaction by meeting customer requirements, quality of service by regular review of targets for continual improvement, prevention of pollution and safe work environment and adherence to legal and other requirements.

vii. The policy focuses on commitment to comply with relevant legal and other requirements to which company subscribes.
viii. The Quality, Environmental and Safety Policy provides a framework (or basis) for establishing and reviewing the Quality Environmental & Safety objectives and targets.


x. The top management is committed to continually improve the effectiveness of the QMS, EMS & OHSMS through management reviews as per procedure for Management Review

xi. The Quality, Environmental and Safety policy is reviewed in every MRM for continuing suitability and relevance.

xii. The Policy is available to the public and interested parties.

QUALITY, ENVIRONMENTAL, OCCUPATIONAL HEALTH & SAFETY (OHS) OBJECTIVE:

To establish implement and maintain documented Quality, Environmental, OHS Objectives. Targets are established at relevant levels and functions within EPI consistent with the policy and including those needed to meet the requirements for our products/service.

The quality, environmental, OH & Safety (OHS) objectives of EPI have been established as given in chapter EPI/MH/07.

1.0 Scope: Relevant functions and levels of EPI

2.0 Responsibility: Respective HODs, RO In-charges, Site In-charges, MR

3.0 Quality Objectives:

The following aspects are considered while deciding the quality objectives:

a) that the objectives are measurable or quantifiable where practicable.
b) that the objectives are consistent with EPI’s Policy.
c) that the objectives are based on the current and future needs of EPI.
d) that the objectives provide for continual improvement.
4.0 Environmental Objectives, Targets and Programme

Documented Environmental Objectives and Targets at relevant functions and levels within EPI have been established and communicated in line with the following:

- EPI environmental policy
- Significant environmental aspects
- Legal and other requirements
- Technological options
- Operational and Business requirements
- Views of the interested parties

Due emphasis has been given to prevention of pollution by identifying most significance aspects and setting targets for those for improving EMS performance.

5.0 Occupational Health & Safety (OHS) Objectives, Targets and Programme

Documented Occupational Health & Safety Objectives and Targets at relevant functions and levels within CO, EPI have been established and communicated in line with the following:

- EPI safety policy
- OH&S hazards & risks
- Legal and other requirements
- Technological options
- Operational and Business requirements
- Views of the interested parties

Due emphasis has been given to health & safety of employees and stakeholders in CO by identifying hazards with highest risk & setting targets for these to improve OHSMS performance.

6.0 The current objectives and targets are maintained by MR. Environmental & safety objectives, targets and programme are reviewed whenever there are changes in environmental & safety policy and/or in significant aspects, hazards & risks and legal requirements. As and when objectives and targets are achieved these may be removed from the list or reset for greater achievement. Fresh objectives and targets are set to achieve continual improvement.

7.0 HODs/RO In-charges and levels to which objectives and targets apply are responsible for achieving the same.

8.0 The objectives and targets and their progress monitoring is reviewed during MRM.
ENGINEERING PROJECTS (INDIA) LTD.

COMMENDED TO
CONTINUAL IMPROVEMENT IN
QUALITY, ENVIRONMENT OCCUPATIONAL HEALTH & SAFETY PERFORMANCE
BY
SETTING AND REVIEWING OBJECTIVES/ TARGETS AND PREVENTION OF POLLUTION AND ENSURE CUSTOMER SATISFACTION, COMPLIANCE TO LEGAL, STATUTORY & OTHER REQUIREMENTS

THE POLICY IS IMPLEMENTED MAINTAINED REVIEWED AND COMMUNICATED TO ALL PERSONS WORKING FOR AND ON BEHALF OF EPI AND IS AVAILABLE TO PUBLIC

CHAIRMAN-CUM-MANAGING DIRECTOR

DATE:

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<td>NAME: VINOO GOPAL</td>
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<td>DESIGNATION: MR</td>
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EPI’S QUALITY, ENVIRONMENTAL, OCCUPATIONAL HEALTH & SAFETY (OHS) OBJECTIVE STATEMENT

1. To build the corporate image of EPI as one of the best turnkey project execution organisation through continual improvement, compliance to applicable legislations/regulations, other requirements and adherence to Quality Management System as per ISO 9001, Environmental Management System as per ISO 14001 & Occupational Health & Safety Management System as per OHSAS 18001.

2. To improve EPI’s turnover through Quality Services in the area of engineering, procurement and construction by executing projects effectively within time schedules and budget estimates.

3. To adopt continual review and improvement as a way of life by improving expertise and upgrading competence of EPI personnel through motivation and/or training in line with innovation in technological/management services.

4. To establish goodwill for EPI with improved customer satisfaction and fulfilling interested parties requirements through data analysis, appropriate feedback and feed forward reports.

5. To carry out human resources planning on short term and long term basis so as to ensure optimum resources utilization.

6. To conserve natural resources while implementing projects.

7. To dispose off Construction Plant Machinery which have outlived designed service life or are in a dilapidated condition due to maintenance compulsions, in an ecofriendly manner.

8. To ensure overall Occupational Health & Safety performance through consultation and communication at Corporate Office.

CHAIRMAN-CUM-MANAGING DIRECTOR

DATE:
SCOPE OF INTEGRATED MANAGEMENT SYSTEM (IMS) AND ITS PROCESSES

The scope of Integrated Management System based on ISO 9001:2015, ISO 14001:2015 and OHSAS 18001:2007 is as follows:

Design, Procurement, Implementation of Multidisciplinary Infrastructure, Industrial and Other Construction Projects from Concept to Commissioning at all locations of EPI.

It covers all locations, wherever EPI takes up a project for execution. However, OHSAS 18001:2007 is only applicable at Corporate Office at New Delhi.

There are no exclusions of any requirements of the three standards and that means all clauses are applicable to EPI.

All procedures are listed and given in Annexure- I.
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<tr>
<td>11</td>
<td>MRP/ SOP-11</td>
<td>Hazard Identification &amp; Risk Assessment (HIRA)</td>
<td>-</td>
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<td>4.3.1</td>
</tr>
<tr>
<td>12</td>
<td>MRP/ SOP-12</td>
<td>Emergency Preparedness &amp; Response</td>
<td>-</td>
<td>8.2</td>
<td>4.4.7</td>
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<td>13</td>
<td>MRP/ SOP-13</td>
<td>Compliance Obligations</td>
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<td>6.1.3</td>
<td>4.3.2</td>
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</table>
EPI has developed its vision and mission to guide all its activities in the pursuit of excellence. The management demonstrates its leadership and commitment with regard to quality and environmental management system as an Integrated Management System. Management assumes the accountability for the effectiveness of its processes and results. The management ensures that policy and objectives are established to provide strategic direction to the organization.

Mobilization of resources to a particular site are ensured to meet project schedule and costs and effect continual improvement.

Top management demonstrates leadership and commitment with respect to customer focus by ensuring that:

a) customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

b) the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;

c) the focus on enhancing customer satisfaction is maintained.

Organizations Vision, Mission & focus on Customer given as per Annexure-I.
Annexure-I

ORGANIZATIONS VISION

- To play a lead role in complementing India’s economic growth with a strong and robust infrastructure.
- To be a leading Turnkey Project Execution Company, committed to quality and timely completion of projects continuously enhancing stakeholder value.
- To emerge as globally competitive total solutions consultancy company.

ORGANIZATIONS MISSION

- To delight the customers with an unrelenting focus on comprehensive quality in our services.
- Focus and Maintain business in its core segments while expanding into new business segments.
- Pursue operational excellence with a strong focus on quality and margins.
- To enhance competitive spirit of the organization through principles of continuous Learning and Empower to perform.

ORGANIZATIONS FOCUS ON CUSTOMER

- Deliver exceptional Client service with an unrelenting focus on value creation.
- To continually upgrade and adopt all technological advancements to meet the growing needs of customers.
- To stride on the path of growth by adding every possible value to our service in pursuit of long term relations with all our clients.
ORGANIZATIONAL ROLES, RESPONSIBILITIES AND DELEGATION OF POWERS:-

Refer Chapter No:- 3 of EPI Works Manual for Organizational Setup, Roles & Responsibilities.

RISK MANAGEMENT

INTRODUCTION:-

Every Business has risk associated with it. Every decision taken has some risk involved. This is more so in the Public Sector which is currently changing rapidly with more autonomy and more decision making delegated down the line. Hence there is a need to define the risks in the business, evaluate them and document their possible impact. Such evaluation of risks involved needs to be factored in while taking the decision.

Risk arises out of uncertainty; it is the exposure to the possibility of such things as economic or financial loss or gain, physical damage, injury or delay, as a consequence of pursuing a particular course of action. The concept of risk has two elements, the likelihood of something happening and the consequences if it happens.

Risk can arise from internal or external sources and may include exposure to such things as economic or financial loss or gain, physical damage, failure of a project to achieve its target, client dissatisfaction, unfavourable publicity, and a threat to physical safety to breach of security, mismanagement, failure of equipment or fraud.

It is not necessary that risk should necessarily be avoided. If managed effectively they will allow the corporation to seize opportunities for improving services and business.

Risks can be categorized according to goals objectives or outcomes with reference to the business plans of the corporation. At the highest level they represent risks to the agency in not being able to achieve the agreed business plans and consequences thereof.

OBJECTIVES OF THE RISK MANAGEMENT POLICY:-

- To define a framework for identification, evaluation and mitigation of risk in the decision making process of the business of EPIL.

- To protect EPIL from those risks of significant likelihood and consequence in the pursuit of EPIL’s stated strategic goals and objectives.
• To encourage pro-active rather than re-active management.

• Provide assistance to and improve the quality of decision making throughout the organization.

• Assist in safeguarding the Corporation’s assets people, finance, property and reputation.

**SCOPE/APPLICATION:**

This policy is applicable for the Corporate Office, Regional Offices and Site Offices of EPIL. It will also apply to any other entities that may be under the control of the management of EPIL.

**RISK MANAGEMENT COMMITTEE:**

Risk Management Committee consist of two tier structure i.e. 5 member Corporate Level Committee which is directly controlled, supervised and guided by Director (Projects) and 4 Regional Level Committees comprising of Heads of Regions, who shall be responsible for reporting at Regional/Site level on regular basis to the Corporate Level Committee.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS:-

STRENGTHS

- Company has PAN- India presence.
- Company can offer wide range of services in almost all areas of Engineering & Construction.
- Company has proven competency in Civil Engineering/Industrial projects and Project Management consultancy.
- Company has capability for taking up multi-disciplinary projects in India & abroad.
- Company is capable of taking defence projects especially international border fencing works with surveillance system etc.

WEAKNESSES

- Mostly operating in Government Projects only.

OPPORTUNITIES

- Government of India under its “Digital India” programme has put great emphasis on development of IT infrastructure and IT applications related services. This has opened the gates of large opportunities of projects in Information Technology (I.T) sector. With large funds allocation by Govt., large no. of projects come up in these areas. Envisaging this EPI has already decided to enter the fields of IT infrastructure services and IT application related services on Turnkey basis. In view of this, EPI has made changes in the Articles of Association to include the IT related projects & services in its area of operation.

- Smart Cities Mission has opened up large opportunities in various fields like IT, Construction & transportation, etc. for which MOUs signed with EPI & French Associates and technology providers.

- Recently Govt. of India has directed to seal all its international Border of huge length. Since, EPI is working in Border Management & Surveillance system related works controlled by advanced technologies for Sultanate of Oman. Experiencing in this field provides great opportunity for EPI to get more works in this field.

THREATS

- As many PSUs have also entered in Projects Management Consultancy (PMC) works, due to stiff competition, EPI has threat to get the works on low rates.

- Large PSUs have opened subsidiaries which is a threat for the organization as these subsidiaries manage to execute the work on low rates.
MANAGEMENT COMMITMENT:

To ensure commitment of development and implementation of QMS, EMS, OHSMS and continually improving its performance and its effectiveness.

1.0 Scope: QMS, EMS in EPI and OHSMS for CO.

2.0 Responsibility: CMD, Directors, MR, RO In-charges, HODs.

3.0 Actions & Methods:

3.1 The top management in EPI consists of CMD, Directors, HODs at CO and RO In-charges.

3.2 Top management is committed to development, implementation and continual improvement of effectiveness of the QMS, EMS & OHSMS in EPI. The statements of commitment for CO and all ROs are included in this “Management Handbook”.

3.3 As a part of this commitment, CMD communicates to all Directors, HODs, Regional In-charges etc. in MRM regarding:

   a) The need and importance of meeting customers requirements to ensure customer satisfaction and establish EPI’s goodwill for continued business.

   b) The importance of meeting legal, other and regulatory requirements for each project.

   c) The need for Health and Safety of employees & stakeholders in Corporate Office.

3.4 Each HOD then communicates this to all the personnel in the department.

3.5 As a part of its commitment, CMD has formulated the Quality, Environmental, Occupational Health & Safety (OHS) Policy and Objectives, which are reviewed in the MRM.

3.6 CMD along with all HODs and MR carries out a management review of the QMS, EMS and OHSMS at least once in six months as per documented Procedures for Management Review.

3.7 CMD, Directors and HODs ensure that all the resources required are identified and adequate resources are made available for various processes and activities. The requirement of resources is also reviewed in the MRM or in separate meetings, as needed.
3.8 The top management is committed to ensure:

- that the processes are implemented efficiently and effectively.
- that the desired results are achieved for continual improvement with customer’s satisfaction.

3.9 The responsibility for each process/sub-process is clearly defined to ensure that all processes operate in an efficient manner. As appropriate, delegation of powers has been defined and is available for reference.