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Shell Supplier Qualification System Stage 2A Health, Safety and Environment

Supplier Guide

05 Nov 2015
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Context

Shell Supplier Principles outline Shell’s core requirements for suppliers in the areas of:

- Ethics and Compliance;
- Health & Safety;
- Security;
- Environment;
- Labour and Human Rights.

More details on Shell Supplier Principles can be found at the following link: [https://s01.static-shell.com/content/dam/shell/static/products-services/downloads/suppliers/supplier-principles.pdf](https://s01.static-shell.com/content/dam/shell/static/products-services/downloads/suppliers/supplier-principles.pdf).

The online Shell Stage 2A Health, Safety and Environmental (HSE) questionnaire reflects the HSE criteria included within the Shell Supplier Principles. Shell’s HSE specific requirements have as its basis the OGP International Association of Oil & Gas Producers, HSE management – guidelines for working together in a contract environment, Report No. 423, June 2010.

Based on work scope and related HSE risk rating, some suppliers are required to complete the online Stage 2A HSE questionnaire.

By completing Shell Stage 2A HSE, Shell Contract & Procurement (C&P) representatives are able to understand how health, safety and environment are managed at your company. The result of Shell Stage 2A HSE is one of the factors that contribute to a Shell C&P representative’s decision to award a contract to a particular supplier.
How do I know when I need to complete the Shell Stage 2A HSE?

At this point, you would have already been provided, by email, a Username and a password to access the SQS platform. You can log on to SQS at: https://p2.achilles.com/web/. Remember that not all suppliers will be required to undertake Shell Stage 2A HSE, therefore this guidance document may not be applicable to you.

If you are required to undertake the Shell Stage 2A HSE, you will be able to see the sections of the questionnaire on the left hand side of the screen (see below screenshot).
Stage 2A HSE includes 10 sub-sections:

- Section 0: General Information
- Section 1: Leadership and Commitment
- Section 2: HSE Policy & Strategic Objectives
- Section 3: Organisation, Responsibilities, Resources, Standards and Documentation
- Section 4: Risk Management
- Section 5: Planning & Procedures
- Section 6: Implementation and Performance Monitoring
- Section 7: HSE Auditing and Management Review of HSE-MS
- Section 8: HSE Management - Additional Features
- Section 9: Company Specific Information
- Section 10: HSE Declaration

Please note that you are required to complete all these sections before submitting the Shell 2A HSE questionnaire.
Additional information before starting the online Shell Stage 2A HSE

The following information is important and we recommend that you read this carefully before starting the Shell Stage 2A HSE.

- Specialised knowledge and specific supporting documentation are required when completing Stage 2A HSE. In our experience, it is important that a Subject Matter Expert (SME) within your company completes this questionnaire. This is to help ensure the information provided is accurate. In this case, the HSE Manager or a member of the HSE Department of your company may be able to provide specific details required within this questionnaire.

- The amount of time required to complete Stage 2A HSE is approximately 3 hours (more time may be required if some required information is not readily available). Considering that the tender process is constrained by short timescales, we recommend that you complete the Stage 2A HSE questionnaire as soon as possible. The overall score of the Stage 2A HSE assessment is one of the factors that determine the decision to award a contract to a supplier.
What is required when completing the online Shell Stage 2A HSE?

General Information

When completing Shell 2A HSE, suppliers are required to provide the following:

1) Supporting documentation;
2) Answers to questions within the questionnaire.

1) Supporting documentation required

Relevant details on the supporting documentation required are provided within Section 0 of the HSE questionnaire. You are required to click on the section, as illustrated in the screenshot below.

This will provide access to the information within this section and outline the supporting documentation required during Shell Stage 2A HSE. A list including a range of documents will be displayed (see screenshot below).
Specific documents are required when completing Stage 2A HSE

Section 0: Stage 2A Health, Safety and Environment (HSE)

Please do not hesitate to contact sosassessment@achilles.com for any further clarification regarding this questionnaire.

When completing Stage 2A Health, Safety and Environmental (HSE) Questionnaire, the company is required to provide the following supporting documents as evidence:

- Minutes of Management Review meetings / Senior Management Safety Inspection / Tour records
- HSE Policy Statement
- HSE SMART Objectives
- Organisational Chart
- HSE Training Matrix
- Induction records / On-boarding checklists
- Contractor Management Procedure
- HSE-MS Manual (or operations manual with integrated HSE requirements)
- HSE Audit Procedure
- Management Review Procedure for the HSE-MS
- Copies of ISO 9001, ISO 14001 or OHSAS 18001 relevant to the company
- Copies of membership or registration to industry relevant associations or bodies
- Copies of HSE recognition / awards received by the company.

Regarding the supporting documentation required:

- You are recommended to **collate the specific documents included in the above screenshot before you start** your Stage 2A HSE questionnaire;

- Each of the files submitted must not exceed 30Mb in size (multiple files can be uploaded at different stages);

- Suppliers are assured that the confidentiality of any documentation that they provide is maintained in accordance with the Terms and Conditions associated with Stage 2.
2) Your answers to questions within the questionnaire

- As already mentioned, we recommend that the HSE Manager or a member of the HSE Department of your company is present/consulted when completing Stage 2A HSE.

- You are required to provide your answers in English only. This will enable both the Achilles Audit and Assessment team and the Shell C&P representatives to verify the answers that you provide.

- Additional details on what is required within each section are reflected by the text displayed immediately after the section title (see screenshot below).

3.3 General HSE Training

The section looks at how suppliers induct new employees to provide training and guidance in both the company’s policies, processes and practices relating to effective HSE management, as well as industry specific HSE as required. The supplier should provide additional information on both internal and external HSE training delivered and how the management evaluates the competence of new employees.

More details on specific requirements within section 3.3. In this case, you have to provide further details regarding the induction training provided to new employees and how you ensure that the HSE competence of new employees is up to date.

- Further details on the requirement associated to a particular question may also be provided within the pop-up ‘Help Text’. The ‘Help Text’ is displayed when you select the appropriate cell that allows you to edit your answer (see screenshot below).
Please describe the onboarding process of new employees / employee induction training provided to new employees. Please provide evidence that employees have knowledge of the basics of safety, health and environmental management relevant to the industry where your company operates. This evidence may often be a legal / regulated requirement. If training is provided in-house, please give details of content.

Additional details on specific requirements of a question within section 3.3. In this case, you have to provide further details regarding the induction training provided to new employees.
Specific Information

This section aims to provide more in-depth information on the requirements of Shell Stage 2A HSE. The online Shell Stage 2A HSE is dynamic and some of the questions discussed below may not be displayed. The requirements are determined exclusively by the answers that you provide.

Section 0: Stage 2A Health, Safety and Environment

Section 0 of the Shell Stage 2A HSE aims to establish the corporate structure of your company. In this respect, two questions are initially displayed.

Your answer to question ‘Does another company in your organisation (e.g. the corporate head office) have a controlling interest in how HSE is managed at your company?’ (see below screenshot) gives us an insight into how your company is structured. It is important that this question is answered accurately, as it allows Achilles to establish the relevance of the supporting documentation provided and evaluate these documents during the audit process.

It is important that we (Shell / Achilles) understand whether your company is a legal entity within a larger organisational structure and if this affects how Health, Safety and Environment is managed at your company. Remember that you are completing the questionnaire for your company only. If your company represents the Head Office of a larger organisational structure, please answer ‘Yes’.

Any other legal entities in your organisation are required to submit their own questionnaire. Legal entities in the same organisation may or may not follow the same standards, policies and procedures.

Hyperlink for additional information.

Please ensure that the question above is answered accurately.
During the assessment process, Achilles’ specialised teams need to understand whether your company is a legal entity within a larger organisational structure and if this affects how management systems relevant to health, safety and environment are implemented. Remember that you are completing the questionnaire **for your company only**. Legal entities in the same organisation may or may not follow the same standards, policies and procedures.

**If management systems relevant to health, safety and environment are governed by your company**, you are required to complete this questionnaire and the responses and supporting documents that you submit must be specific to your legal entity. The remaining instructions in this section do not apply to your company. Please continue at Section 1.

**HOWEVER**

**If another company in your organisation, such as a corporate head office, has a controlling interest in how health, safety and environment are managed**, we would expect your company to apply the standards and policies of the corporate head office. Where appropriate, a legal entity in an organisation should adapt the corporate management system to address the local conditions. In this case, you are required to perform the following:

- To clearly describe the relationship between your company and the company (e.g. the corporate head office) with the controlling interest in how health, safety and environment are managed;

- To declare whether your company fully adheres to the health, safety and environmental policies and procedures which have been set by the company that has the controlling interest;

- To describe in your responses and to provide supporting documentation to demonstrate that the corporate health, safety and environmental management system has been adapted by your company, where necessary, to address the local conditions.

Please refer to the following examples:

- Legal entities must provide HSE objectives relevant at local level;

- The Training Matrix must demonstrate that a system is in place to manage the training needs of staff that are employed by the legal entity;

- Safety Performance Indicators must reflect the statistics for the legal entity, not the statistics for the wider organisation.

**Section 1: Leadership and Commitment**

1.1 **Commitment to HSE Aspects through Leadership**

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
Section 1: Leadership and Commitment

1.1 Commitment to HSE Aspects through Leadership

It is widely accepted that a positive HSE culture within an organisation is most effective when senior management demonstrate their commitment to the process.

A positive culture can be demonstrated through visible management involvement at all levels in the organisation, with the promotion and clear communication of health and safety information and objectives.

Additional details on the requirements of Section 1.1

The following set of questions is part of Section 1 of the HSE questionnaire and suppliers are expected to provide, through their answers, sufficient relevant details to each of these questions:

How are senior managers personally involved in HSE management for example objective-setting and monitoring? Required

Please outline HSE commitment at all levels of the organisation. Required

How do you promote a positive culture towards HSE matters? Required

Please upload any relevant documents supporting your responses. Required

Choose file: No file chosen

Supporting documentation is also required within this section. Additional information on the supporting documentation is highlighted in red within the screenshot below:
Suppliers should ensure that the information they provide demonstrates a positive HSE culture within the organisation. In this respect, suppliers must provide sufficient details through their answers and supporting documentation e.g. Minutes of Management Review meetings, Senior Management Safety Inspection, Tour records, to allow Achilles to evaluate this section accurately.

A positive HSE culture is demonstrated through:

- ‘working practices and rules for effectively controlling hazards
- a positive attitude towards risk management and compliance with the control processes
- the capacity to learn from accidents, near misses and safety performance indicators and bring about continual improvement.’ (IOSH 2014, Promoting a positive culture)

The information regarding HSE within your company, such as: the HSE Policy, the HSE Objectives, HSE training of new and existent employees, risk management, means of monitoring HSE performance, HSE internal audits, management review of the HSE-MS, relevant certifications, etc., helps us formulate an understanding of how mature your HSE management system at your company is.

Section 2: HSE Policy & Strategic Objectives

2.1 HSE Policy Documents

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
Section 2: HSE Policy & Strategic Objectives

2.1 HSE Policy Documents

It is generally accepted good practice, and in certain countries a legal requirement, that suppliers document their policy relating to Health & Safety. A Health & Safety Policy should influence all company activities. A written statement of policy and the organisation and arrangements for implementing and monitoring it shows employees, managers, other stakeholders and interested parties the importance the company places on the management of Health & Safety. It is important that the supplier, in completing the questionnaire, details whether senior management have endorsed the policy, where responsibility lies for implementing and communication the policy and how changes to the policy are identified and communicated.

Additional details on the requirements of Section 2.1

The following questions are part of the set of questions that you are required to answer within this section. Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide.

Does your company have a HSE policy document? Required

-- Please Select --

Who has overall and final responsibility for HSE in your organisation? Required

Who is the most senior person in the organisation responsible for this policy being carried out at the premises and on site, where his employees are working? Required

Please itemise the methods by which you have drawn your policy statement to the attention of all your employees. Required

What are your arrangements for advising employees of changes in the policy? Required
If your company has a HSE Policy, you will be required to provide relevant supporting documentation, namely a HSE (Health, Safety and Environmental) Policy Statement. The HSE Policy Statement should be recent (we expect that the policy is reviewed every year), endorsed by a member of the senior management team and distributed to company’s employees. Any updates of the HSE Policy should also be communicated to employees.

Generally, overall responsibility for HSE within an organisation rests with a member of the senior management team e.g. the CEO. The responsibility for the HSE Policy being implemented generally rests with the HSE Manager within an organisation. Please ensure that the details that you provide in this respect are accurate.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you can provide the HSE Policy Statement applicable at global or local level (either one of these documents will be evaluated during the assessment process).

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

2.2 HSE Contract Strategic Objectives

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

A HSE Objective is a quantifiable goal that the company has set for itself against a measurable timescale. Suppliers should be able to detail their current HSE Objectives, the mechanisms for review and authorisation of the objectives and the process for communication of, and monitoring performance against their HSE SMART (Specific, Measurable, Achievable, Realistic and Time bound) Objectives.

Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following question requires an answer from you:

Does your company have strategic HSE Objectives? Required
- Please Select -

Additional details on the requirements of Section 2.2
If your company has strategic HSE Objectives in place, you will be required to provide a copy of a document including these objectives. Achilles evaluates HSE Objectives against SMART (specific, measurable, achievable, realistic, timebound) criteria. For example, one of your company’s environmental SMART objectives may be reducing the energy consumption by 2% in the current year, compared to the previous year.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide the HSE SMART Objectives relevant at local level.

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

Section 3: Organisation, Responsibilities, Resources, Standards and Documentation

3.1 Organisational Structure for HSE Management

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

An effective HSE organisational structure is the foundation for responsible and effective HSE management. Suppliers should communicate the structure they have implemented for the management and communication of HSE within their organisation. Through a structured HSE organisation with supported mechanisms for the communication and review of HSE management, suppliers will be able to deliver assurance to clients, customers and other interested parties.

Some of the questions in this section may not be applicable to you, in which case they won't be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:
You are required to provide sufficient relevant details regarding the HSE Organisational Structure at your company and how HSE is communicated to employees and the clients. You are also required to provide an Organisational Chart, which includes the HSE representatives. Alternatively, you could provide an Organisational Chart relevant to the HSE Department only.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide the Organisational Chart which includes the HSE representatives relevant at local level.

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

3.2 HSE Training of Managers, Supervisors and HSE Critical Position Holders

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

This section specifically focuses on a supplier's identification and delivery of competency requirements for managerial and supervisory staff and for those employees in HSE critical positions. Suppliers should be able to fully document their processes and mechanisms for the identification of training requirements specific to company scope of service and the delivery of those training requirements. The company should record whether competencies are nationally or internationally recognised or company specific. If the company is delivering company specific competency training they should detail what their processes are for the verification of the effectiveness of that training.

Additional details on the requirements of Section 3.2
Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

Have the managers and supervisors at all levels who will plan, monitor, oversee and carry out the work received formal HSE training in their responsibilities with respect to conducting work to HSE requirements? Required

Please upload a copy of your Training Matrix. Required

How have you identified areas of your company’s operations where specialised training is required, for instance training related to health hazard such as radiation, asbestos and chemicals? Required

What specialist HSE resources does your organisation have available? Required

How does your company provide HSE specialised training for HSE staff? Required

You are required to provide sufficient relevant details regarding the HSE training received by senior managers, supervisors and the HSE critical teams. This information enables Achilles’ specialised teams to establish that employees have received the relevant HSE training for their roles and that their knowledge and understanding is reassessed periodically.

You are also required to provide a HSE Training Matrix, which illustrates the HSE training that employees have undertaken to date. This is generally a file in an Excel format, which includes the name (this information may be hidden) / details of employees, relevant HSE training courses undertaken by these employees, and potentially the reassessment date (which may be triggered by the expiration of a certificate).

Please note that providing a HSE Training Plan as supporting documentation is not sufficient. The Training Plan may outline the scope of training and the date specific training may have to be undertaken, however it does not reflect the HSE training undertaken by company’s employees at a particular moment in time.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide a sample Training Matrix relevant at local level.

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

3.3 General HSE Training

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
The following questions are part of the set of questions that you are required to answer within this section:

What arrangements does your company have to ensure new employees have knowledge of basic industrial HSE, and to keep this knowledge up to date? Required

What arrangements does your company have to ensure new employees also have knowledge of your HSE policies, practices and company requirements? Required

What arrangements does your company have to ensure new employees have been instructed and have received information on any specific hazards arising out of the nature of the activities? Required

Please upload any relevant documents supporting your responses. Required

Choose file No file chosen

You are required to provide sufficient relevant details regarding the HSE training received by new employees. This information enables Achilles’ specialised teams to establish if new employees have received the HSE training relevant to their roles and whether they have been provided with copies of relevant HSE company documentation and on-the-job orientation by the supervisor or not. In addition, you have to provide information on how your company assesses the HSE knowledge of new employees, to ensure gaps in knowledge and changes in jobs or responsibilities are covered.
Supporting documentation from your company is also required, such as Induction Records or On-boarding Checklists.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide supporting documentation relevant at local level.

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

### 3.4 Competence Assurance

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

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**Suppliers have a requirement to ensure their employees are competent to perform their prescribed duties to the appropriate level. They should be able to demonstrate processes for ensuring their knowledge is current and commensurate with the HSE risks and controls within the scope of services delivered. The supplier will have a detailed and documented competence assurance process and details of this should be communicated through the questionnaire submission.**

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Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

**Does your organisation have a competence system in place? Required**

---

**What arrangements does your company have to ensure existing staff HSE knowledge is up to date? Required**
You are required to provide sufficient relevant details regarding the competence of HSE personnel. This could be by outlining specific HSE responsibilities for different roles within the company and ensuring that the HSE competence is regularly evaluated.

Remember that this section is evaluated based on the answers that you provide, therefore you should aim to provide sufficient relevant details through your answers.

3.5 Contractor Management Process

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

3.5 Contractor Management Process

It is important that suppliers recognise that they are one link in the entire supply chain. Contractors used by the supplier import risk into that supply chain and by default import risk to Shell. It is therefore important that suppliers have processes for the initial evaluation and the on-going performance management of their contractors. The company should be able to present documented evidence (policies, procedures and records) relating to the evaluation and management of contractors (thus delivering assurance of the supply chain).

Additional details on the requirements of Section 3.5

Some of the questions in this section may not be applicable to you, in which case they won't be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:
You are required to provide details regarding the contractor management process at your company, including:

- The HSE criteria that you require your contractors to meet;
- How you communicate the HSE criteria to your contractors;
- How you evaluate the HSE performance of your contractors.

You are also required to provide relevant supporting documentation, such as a Contractor Management procedure, Pre-Qualification Questionnaires, etc. (see screenshot below).
If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you can submit the Contractor Management procedure applicable at global or local level (either one of these documents will be evaluated during the assessment process).

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

### 3.6 HSE Standards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

**3.6 HSE Standards**

The supplier should communicate to employees and other parties how they access, evaluate and disseminate new and revised standards, regulations and legislation. This should include details regarding the competency of personnel with responsibility for the review of new or revised standards.

Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

- **How do you identify new industry or regulatory standards that may be applicable to your activities?** Required
- **Is there an overall structure for producing, updating and disseminating standards?** Required
  - Please Select
- **Are your company standards aligned with OGP / industry guidelines or recommended practices?** Required
  - Please Select
You are required to provide details regarding how you perform regulatory updates at your company, including:

- Describe how you identify new regulatory updates and establish their applicability to your company;
- Describe who performs regulatory updates internally (information relating to the competence of personnel) and how often;
- How you communicate regulatory updates to your employees.

Remember that this section is evaluated based on the answers that you provide, therefore you must aim to provide sufficient relevant details through your answers.

Section 4: Risk Management

4.1 Risk Assessment & Control

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

4.1 Risk Assessment & Control

Risk is the combination of the chance that a specific undesired event will occur and the severity of the impact. A hazard is an object, physical effect, or condition with the potential to harm people, the environment or property. The supplier is required to demonstrate how they identify, evaluate and communicate the management of the hazards and risks associated with the scope of services provided.

Additional details on the requirements of Section 4.1

Some of the questions in this section may not be applicable to you, in which case they won't be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

How does your company identify hazards, assess risk, control and mitigation consequences, to a level as low as reasonably practicable? Required

Does your company have relevant documents which can be used to support the response? Required

--Please Select--
You are required to provide additional details regarding the process for identifying hazards, assessing risk and establishing controls for the risks identified, to a level as low as reasonably practicable. In this respect, you must aim to describe the following:

- The risk assessment process (if applicable);
- Techniques to carry out task based and specific subject risk assessments (if applicable);
- The period of review of your risk assessments.

If you have any relevant supporting documents to substantiate your answers, you will be required to provide copies of these documents e.g. Risk Assessment procedures, Risk Assessments, Risk Assessment briefings, etc.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you can submit the Risk Assessment procedure (or equivalent document) relevant at global or local level (either one of these documents will be evaluated during the assessment process).

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

### 4.2 Health Hazards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

**4.2 Health Hazards**

This section is specifically looking at the identification of hazards that pose a risk to employee health. Health risks can be through occupational causes such as noise and vibration or through environmental causes such as malaria and leptospirosis. The supplier is required to demonstrate the processes for the identification and evaluation of any potential health hazards.

Additional details on the requirements of Section 4.2

The following questions are part of the set of questions that you are required to answer within this section:
Do you have specific policies and programmes on specific health hazards e.g. substance abuse, blood borne pathogens, malaria, pandemic diseases etc.? Required

What type of health hazards (chemical, vibration, noise, radiation, etc.) are associated with the scope of your services? Explain how occupational health hazards are identified, assessed and controlled. Required

What systems are in place to control these hazards and monitor the effectiveness of these controls? Required

Is worker’s regular exposure monitoring part of these systems? Required

---Please Select---

You are required to provide relevant details through your answers, including the following:

- Outline health risks specific to your activities;
- Specify controls in place associated to identified risks;
- Outline how you monitor the effectiveness of controls in place;
- Specify if workers’ regular exposure monitoring is part of these systems.

Remember that this section is evaluated based on your answers. However, if you have previously provided a copy of a risk assessment (in section 4.1.), which includes information on health risks, this will also be evaluated during the assessment process.

4.3 Safety Hazards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

This section is specifically looking at the identification of hazards that pose a risk to employee safety. Safety risks, specific to this section, tend to be physical hazards. The supplier is required to demonstrate the processes for the identification and evaluation of any potential safety hazards and the actions / controls implemented e.g. machine guarding.

Additional details on the requirements of Section 4.3
The following questions are part of the set of questions that you are required to answer within this section:

**What type of safety hazards (mechanical guarding, work at height, lifting and hoisting, confined space entry, explosive atmospheres etc.) are associated with the scope of your services?** Required

**What systems are in place to control these hazards and monitor the effectiveness of these controls?** Required

You are required to provide relevant details through your answers, including the following:

- Outline safety risks specific to your activities;
- Specify controls in place associated to identified risks;
- Outline how you monitor the effectiveness of controls in place.

Remember that this section is evaluated based on your answers. However, if you have previously provided a copy of a risk assessment (in section 4.1.), which includes information on safety risks, this will also be evaluated during the assessment process.

### 4.4 Logistics Hazards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

4.4 Logistics Hazards

This section is specifically looking at the identification of logistical hazards. The supplier is required to demonstrate the processes for the identification and evaluation of any potential logistics hazards and actions / controls implemented.

Additional details on the requirements of Section 4.4

The following questions are part of the set of questions that you are required to answer within this section:
What type of logistics hazards (land transport, air transport, marine transport, materials handling etc.) are associated with the scope of your services? Required

What systems are in place to control these hazards and monitor the effectiveness of these controls? Required

You are required to provide relevant details through your answers, including the following:

- Outline logistics risks specific to your activities;
- Specify controls in place associated to identified risks;
- Outline how you monitor the effectiveness of controls in place.

Remember that this section is evaluated based on your answers. However, if you have previously provided a copy of a risk assessment (in section 4.1.), which includes information on logistics risks, this will also be evaluated during the assessment process.

4.5 Environmental Hazards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

4.5 Environmental Hazards

This section is specifically looking at the identification of environmental hazards. Environmental hazards in this case refer to company operations that have the potential to cause harm to the local environment e.g. chemical spill. The supplier is required to demonstrate the processes for the identification and evaluation of any potential environmental hazards and actions / controls implemented.

Additional details on the requirements of Section 4.5

The following questions are part of the set of questions that you are required to answer within this section:
What type of environmental hazards (chemical spill, atmospheric emissions, waste disposal etc.) are associated with the scope of your services? Required

What systems are in place to control these hazards and monitor the effectiveness of these controls? Required

You are required to provide relevant details through your answers, including the following:

- Outline environmental risks specific to your activities;
- Specify controls in place associated to identified risks;
- Outline how you monitor the effectiveness of controls in place.

Remember that this section is evaluated based on your answers. However, if you have previously provided a copy of a risk assessment (in section 4.1.), which includes information on environmental risks, this will also be evaluated during the assessment process.

4.6 Security Hazards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

4.6 Security Hazards

This section is specifically looking at the identification of security hazards. Security hazards are those risks posed by hostile other parties e.g. terrorists, criminals, local populations in times of social unrest. The supplier is required to demonstrate the processes for the identification and evaluation of any potential security hazards and actions / controls implemented.

Additional details on the requirements of Section 4.6

The following questions are part of the set of questions that you are required to answer within this section:
What type of security hazards (terrorism, hostage taking, robbery, hostile local population etc.) are associated with the scope of your services? Required

What systems are in place to control these hazards and monitor the effectiveness of these controls? Required

You are required to provide relevant details through your answers, including the following:

- Outline security risks specific to your activities;
- Specify controls in place associated to identified risks;
- Outline how you monitor the effectiveness of controls in place.

Remember that this section is evaluated based on your answers. However, if you have previously provided a copy of a risk assessment (in section 4.1.), which includes information on security risks, this will also be evaluated during the assessment process.

4.7 Social Responsibility Hazards

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

Additional details on the requirements of Section 4.7

The following questions are part of the set of questions that you are required to answer within this section:
What type of social hazards are associated with the scope of your services? Required

What systems are in place to control these hazards and impacts and monitor the effectiveness of these controls? Required

You are required to provide relevant details through your answers, including the following:

- Outline social risks specific to your activities;
- Specify controls in place associated to identified risks;
- Outline how you monitor the effectiveness of controls in place.

In this instance, Achilles’ specialised teams aim to get further understanding about the social risks posed by your company’s operations and having a negative impact to the society in which it works.

Remember that this section is evaluated based on your answers. However, if you have previously provided a copy of a risk assessment (in section 4.1.), which includes information on social risks, this will also be evaluated during the assessment process.

**Section 5: Planning & Procedures**

**5.1 HSE Operations Manual**

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

**5.1 HSE Operations Manual**

The supplier should be able to demonstrate that it has documented its HSE working practices. The supplier should also focus on what processes are in place for implementation of the practices as well as reviewing the effectiveness of these working practices.

Additional details on the requirements of Section 5.1

Some of the questions in this section may not be applicable to you, in which case they won't be displayed. This depends on the answers that you provide.
The following question requires an answer from you:

Do you have a company HSE-MS manual (or operations manual with integrated HSE requirements) which describes in detail your company approved HSE working practices relating to your work activities? Required

--Please Select-- ▼

If you have a HSE-MS Manual, you will be required to provide a copy of the HSE-MS Index. If you do not have a HSE-MS Manual, Achilles’ specialised teams will evaluate all relevant HSE supporting documents provided within the Shell 2A HSE questionnaire. Providing a copy of your HSE-MS Manual (not just the index) enables Achilles’ specialised teams to gain further understanding of your HSE-MS systems, as this document may include details required in other sections of the questionnaire.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you can submit the HSE-MS Manual Index (or equivalent document) relevant at global or local level (either one of these documents will be evaluated during the assessment process).

Remember this question is evaluated based on the supporting documentation that you provide.

5.2 Infrastructure and Equipment Integrity

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

5.2 Infrastructure and Equipment Integrity

This section specifically looks at how the supplier maintains the integrity of the infrastructure and equipment under their control. Responses provided should detail maintenance and servicing arrangements, including inspection and testing regimes where applicable.

Additional details on the requirements of Section 5.2

The following question requires an answer from you:
How do you ensure that infrastructure, plant and equipment used within your operations (own premises, client site, or at other locations) are correctly certified, registered, controlled and maintained in a safe working condition? Required

You should aim to describe the internal processes in place associated to infrastructure and equipment. For example, you may have an Asset register in place that allows you to follow-up on the condition of your equipment, through: pre-use checks, calibration, maintenance and/or examination.

Remember that this section is evaluated based on your answers.

5.3 Management of Change

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

5.3 Management of Change

Suppliers should have clear processes for the management of change. These processes should detail how the supplier identifies the hazards and risks associated with the specific change and the impact on management systems, personnel and/or the wider environment.

The following question requires an answer from you:

How do you manage changes and assess associated risks e.g. personnel, equipment, processes, documentation? Required

You should aim to describe the internal process to manage the change of documents, equipment, processes, etc. For example, your company may have a Change Management procedure that applies across all operations. Alternatively, you may have a risk based approach when managing change, in that you assess the change, the impact it may cause and then establish controls and monitor the impact of the change.

Remember that this section is evaluated based on your answers.
5.4 Emergency Planning and Response

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

The following questions are part of the set of questions that you are required to answer within this section:

**What arrangements does your company have for emergency planning and response? Required**

**Which emergency situations are included? Required**

You are required to outline emergency situations specific to your operations, as well as describe the arrangements in place in case of emergency. Additional information is required regarding emergency drills and how often you update your emergency plans.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide information on emergency planning and response arrangements relevant at local level.

Remember that this section is evaluated based on your answers.
Section 6: Implementation and Performance Monitoring

6.1 HSE-MS Implementation and Active Performance Monitoring of Work Activities

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

The supplier shall document its processes and mechanisms for the implementation and monitoring of the work practices documented in the HSE-MS.

Additional details on the requirements of Section 6.1

The following questions are part of the set of questions that you are required to answer within this section:

What arrangements does your organisation have for monitoring the implementation of your HSE-MS? Required

How does your company assure the implementation of work procedures within your work-site operations e.g. compliance with procedures, toolbox talks, safety meetings, supervision, job observations? Required

How do you monitor employee HSE performance e.g. hazard identification systems, HSE participation? Required

What active HSE monitoring is performed (i.e. where no incident has occurred)? Required

How do you report and correct deficiencies identified? Required

How do you communicate the results of active performance monitoring to relevant personnel? Required
You should aim to provide details on how you manage the implementation of your HSE-MS. This could be through audits, inspections, incident review, etc. Details of monitoring employee performance e.g. HSE participation, are also required. For example, this could be achieved through internal audit verification of employees' knowledge of risks associated to their activities. Additionally, information on the active performance monitoring conducted by the company is required.

Remember that this section is evaluated based on your answers.

6.2 Safety Performance Indicators

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

6.2 Safety Performance Indicators
Glossary of Terms.

Suppliers must provide full evidence of all incidents and accidents as documented below.

---

Please note that you are required to provide safety Key Performance Indicators (KPIs) relevant to your company during the past 5 years. In special circumstances, a minimum of 3 years worth of data should be provided (for example, the company may have not been registered 4 years ago). Please note however that by providing incomplete KPIs data this section may be awarded a score below your company's expectations.

Please only use '-' (hyphen) when safety KPIs data is not available. For example, if your company has not recorded Near Misses in Year 4 choose '-' (not 0).

If your company is pre-qualifying for a frame agreement, you are required to submit KPIs relevant at global level (for the Group as a whole).

Additional details on the requirements of Section 6.2

You are recommended to collate the following safety Key Performance Indicators (KPIs) before proceeding with your online Stage 2A HSE questionnaire, as this will ensure time savings during the process.
<table>
<thead>
<tr>
<th>EXPOSURE</th>
<th>Current Year</th>
<th>Year -1</th>
<th>Year -2</th>
<th>Year -3</th>
<th>Year -4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Man hours worked</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exposure - Driving (km)</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Exposure - Site Work (hours)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SAFETY</th>
<th>Current Year</th>
<th>Year -1</th>
<th>Year -2</th>
<th>Year -3</th>
<th>Year -4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities</td>
<td>FAT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lost Workday Cases</td>
<td>LWC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Workday Cases</td>
<td>RWC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Treatment Cases (exclude LWC or RWC)</td>
<td>MTC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Aid Cases</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Near Miss Incidents</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss of Primary Containment (recordable)</td>
<td>LOPC</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Remember that Achilles' specialised teams are unable to evaluate any trends, if less than 3 years worth of data is provided. If no data is available e.g. the company did not exist in year -3, then use the hyphen sign. You will be required to outline the reasons for safety KPIs data not being available.

If you are a legal entity that is part of a larger organisational structure (please ensure that Section 0 is answered accurately), you are required to provide the safety KPIs relevant at local level. If you are submitting Shell 2A HSE on behalf of the signatory of the framework agreement (FA), then you must provide safety KPIs relevant at global level.

Remember that this section is evaluated based on your answers.

### 6.3 HSE Performance Monitoring

Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:
6.3 HSE Performance Monitoring

How is health performance monitored and recorded? Required

How is environmental performance monitored and recorded? Required

How is security performance monitored and recorded? Required

How and what near miss incidents are reported? Required

How often is HSE performance reviewed? By whom? Required

How is logistics performance monitored and reported? Required

Do you record vehicle incidents? Required

--Please Select--

You should aim to provide details on how you monitor and record your health, environmental and security performance. In this respect you may have specific KPIs associated to each of these areas and use internal systems to record details. Additionally, you must provide details on who reviews your company’s HSE performance and how often.

Remember that this section is evaluated based on your answers.

6.4 HSE Incident and Investigation Follow-up

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
The following questions are part of the set of questions that you are required to answer within this section:

What types of HSE incident are investigated? Required

What process is used to investigate HSE incidents? Required

Who conducts HSE incident investigations? Required

How are the findings of an incident investigation followed up to ensure effective prevention of recurrence? Required

How is incident learning communicated to all relevant personnel? Required

You should aim to provide details regarding the HSE investigation process and who is involved in conducting HSE investigation. You should also clarify if near miss incidents are investigated or not. Additionally, details on how you follow-up on incident investigation to ensure effective prevention in the future are required.

Remember that this section is evaluated based on your answers.
6.5 Statutory Notifiable Incidents or Non-compliance Notices

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following question requires an answer from you:

Has your company suffered any statutory notifiable incidents in the last five years (safety, occupational health and environmental)? Required

---Please Select---

If you have suffered any statutory notifiable incidents in the country of operation, this must be declared. Additional information on the type of incidents will also be required, such as dates, country and location, summary of incident and follow-up preventative measures taken.

If you are a legal entity that is part of a larger organisational structure (please ensure that Section 0 is answered accurately), you are required to provide details of the statutory notifiable incidents relevant at local level. If you are submitting Shell 2A HSE on behalf of the signatory of the framework agreement (FA), then you should provide details of the statutory notifiable incidents relevant at global level.

Remember that this section is evaluated based on your answers.

Section 7: HSE Auditing and Management Review of HSE-MS

7.1 Audits

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
7.1 Audits

The supplier should provide details of its procedure for internal audits, the resources available to deliver the audits, the competency of the personnel delivering the audits and the process for follow-up of identified non-compliances. Suppliers should be aware this is specifically looking at internal audits against management processes and evidence provided should not be restricted to an HSE site inspection programme.

Additional details on the requirements of Section 7.1

Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

Do you have a written procedure for HSE auditing? Required
--Please Select--

Who is involved in conducting HSE audits? Required

How are audit team members selected to have specific expertise and be independent from the activities being audited? Required

What are the qualifications required for auditors? Required

How does your company schedule HSE audit and what scope of auditing is covered? Required

How does management follow-up on audit findings and ensure effective close out of action items? Required

Please upload any relevant documents supporting your responses. Required
You should aim to provide details of the internal audit process at your company. Details of the scope and frequency of the audit, personnel involved in the audit process and their competence, as well as how you follow-up on the results of the audit, are also required.

If your company has a HSE Audit procedure, you will be required to provide this document as evidence. You will also be required to provide any other relevant documents, such as an Audit schedule, Audit scope documents and Competency certificates for employees involved in audits.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you can submit the HSE Audit procedure applicable at global or local level (either one of these documents will be evaluated during the assessment process).

Remember that this section is evaluated based on both your answers and the supporting documentation provided.

### 7.2 Management Review and Follow-up

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

**It is important to periodically review the HSE management system to ensure that it is still relevant and “fit for purpose”. You are therefore asked to describe the process in place and personnel involved to formally review the current arrangements. The supplier will provide the written procedure for the review of the HSE management system, including details of any information used (for example Audit reports, incident and accident records etc.).**

Some of the questions in this section may not be applicable to you, in which case they won't be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:
Do you have a written procedure for management review of the HSE-MS? **Required**

---Please Select---

How often are HSE-MS reviews conducted and who is involved in the process? **Required**

How are identified actions and improvement efforts recorded and tracked to effective completion? **Required**

Please upload any relevant documents supporting your responses. **Required**

![Browse... No file selected.]

You should aim to provide details of the management review process of the HSE-MS at your company. Details of the frequency of management review meetings, personnel involved in the process, topics discussed, etc., as well as how you follow-up on identified actions to track their completion, are required.

If your company has a Management review procedure for HSE-MS, you will be required to provide this document as evidence. You will also be required to provide any other relevant documents, such as Minutes of the Management Review Meetings.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you can submit the Management review procedure for HSE-MS applicable at global or local level (either one of these documents will be evaluated during the assessment process).

Remember that this section is evaluated based both on your answers and the supporting documentation provided.

**Section 8: HSE Management - Additional Features**

**8.1 Certification of your HSE-MS**

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
8.1 Certification of your HSE-MS

A certificated HSE management system demonstrates that the management system in operation conforms to a specified /known standard. The certification body would also carry out periodic audits to ensure continued compliance and therefore provides some assurance of consistency.

Additional details on the requirements of Section 8.1

Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

Please provide information on any certification which you have received from certification bodies. Required

Does your company have relevant documents which can be used to support the response? Required

–Please Select–

You must provide details of any external certifications that your company has in place e.g. ISO 9001, ISO 14001, and OHSAS 18001. If your company has any external certification in place, you are required to provide copies of these certificates as evidence.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide certificates relevant at local level.

Remember that this section is evaluated based both on your answers and the supporting documentation provided.

8.2 Membership of Associations

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
Some of the questions in this section may not be applicable to you, in which case they won’t be displayed. This depends on the answers that you provide. The following questions are part of the set of questions that you are required to answer within this section:

Please describe the nature and extent of your company’s participation in relevant industry, trade, and governmental organisations. **Required**

**Does your company have relevant documents which can be used to support the response?** **Required**

You must provide details of any membership to any HSE specific bodies / organisations that your company has in place. If your company has any memberships in place, you are required to provide copies of these documents.

If you are a legal entity that is part of a larger organisational structure and the global HSE policies and procedures are implemented at local level (please ensure that Section 0 is answered accurately), you are required to provide information on your membership relevant at local level.

Remember that this section is evaluated based both on your answers and the supporting documentation provided.

### 8.3 Additional Features of your HSE-MS

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
Section 9: Company Specific Information

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:

Section 10: HSE Declaration

Further information regarding the details that you are required to provide within this section is included in the text placed below the title of the section, highlighted in red in the screenshot below:
Section 10: HSE Declaration

The company representative confirms that the information provided in the SOS Stage 2A HSE Questionnaire is true and accurate at the time of submission. They have the required authority and permission to submit the information contained within this questionnaire. They understand this information will be made available to Shell following successful data approval checks by Achilles: Required.

Additional details on the requirements of Section 10

The company’s representative is required to confirm that the information provided within the Shell 2A HSE questionnaire is true and accurate at the time of submission.
What is the Achilles assessment process?

After you have submitted your online Stage 2A HSE questionnaire (by selecting the ‘Submit’ button, circled in red below):

The following steps take place:

- The information provided (responses and supporting documentation) is evaluated by the Achilles’ specialised teams. Depending on the overall final score, a banding status of green, amber or red will be achieved.

- At the completion of the assessment you will receive an email, including the audit report in .pdf format and information on the banding status achieved e.g. green, amber and red, within the audit report (circled in red below).
The final report includes feedback on your submission, for further improvement of your score, within the 'Assessor Comment' column of the questionnaire and the 'Gaps Identified' table of the final audit report (circled in red within the screenshots below). We recommend that you read the feedback that Achilles' assessors provide, as it offers information on how your company can achieve a higher level of scoring.

You can resubmit new information (update your answers and provide relevant supporting documentation) at any time. You are only allowed to submit your Shell Stage 2A HSE questionnaire three times while your SQS subscription is valid (3 years). Achilles will follow the same process described above for evaluating any new information provided.
Assessor’s comments included in the ‘Assessor Comment’ column (within the .pdf audit report)

<table>
<thead>
<tr>
<th>Supplier Response</th>
<th>Help Text</th>
<th>Assessor Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Please answer &quot;Yes&quot; if your company has not previously submitted a HSE questionnaire for Stage 2A. Please answer &quot;No&quot; if your company is submitting this questionnaire as part of the renewal process for Stage 2A HSE.</td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>It is important that Achilles understands whether your company is a legal entity within a larger organizational structure, and that all its Health, Safety, and Environmental management is managed by your company. Remember that you are completing the questionnaire for your company only.</td>
<td></td>
</tr>
</tbody>
</table>

Assessor’s comments included within the ‘Gaps Identified’ section (within the .pdf audit report)

<table>
<thead>
<tr>
<th>Question</th>
<th>Assessor Comments</th>
</tr>
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<tbody>
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</tbody>
</table>

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Summary

Remember the following key points when submitting the online Stage 2A HSE questionnaire:

- We recommend that the HSE Manager or a member of the HSE Department of your company is present / consulted when completing Stage 2A HSE.

- You are required to provide a range of supporting documents, which we recommend that you collate before you start completing your online Stage 2A questionnaire.

- You are required to provide safety KPIs data (section 6.2), which we recommend that you collate before you start completing your online Stage 2A HSE questionnaire (a table including these KPIs can be found within the report).

- You will receive feedback on your Stage 2A HSE submission when the assessment process is complete. This will include information regarding the banding status / score achieved, as well as feedback for further improvement.

- You can resubmit Stage 2A HSE at any time, if you wish to improve the banding / score. Remember you are only allowed to submit your Shell Stage 2A HSE questionnaire three times while your SQS subscription is valid (3 years).

If you have any further questions when completing the Stage 2A HSE, please contact the Achilles Audit and Assessment team, using the following email address sqsassessment@achilles.com.