



FR2000 MANAGEMENT SYSTEM

Quality - Environment - Occupational Health and
Safety

FR2000:2022

Approved by Rådet 2022-02-11

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0. INTRODUCTION

0.1 INTRODUCTION

FR2000 is a requirement standard that includes requirements for an integrated management system for quality, environment, and occupational health and safety. In addition to the requirements for quality, environment, and occupational health and safety, FR2000 also includes requirements in the areas of fire protection, competence, and security.

A company that meets the requirements of the FR2000 standard can receive a certificate after an audit by a certification auditor. Annual audits are required to maintain the certificate.

General provisions for FR2000 certification can be found at www.fr2000.se.

The explanatory text in the grey boxes does not affect the sub-requirements of the standard but is only clarification in the guidance of what the requirements may entail.

0.2 PRINCIPLES

This standard is based on the following management principles:

Business Acumen & Customer Focus

Being business-oriented means that the customer is the focus and that the company has good relationships with stakeholders. It also means that the company has good control over laws, requirements, agreements, and other relevant factors. Control is also achieved by measuring processes and ensuring that decisions are based on accurate and available information.

Risks & Opportunities

Identifying and assessing risks and opportunities in a business creates good conditions for planning, developing, improving, and driving a business forward. Risks and opportunities are identified in the internal processes of the management system as well as from external factors.

Leadership & Employee Involvement

Demonstrate commitment and leadership in the introduction and use of the management system through clarity in responsibility, communication, creation of routines, and collaboration with employees. Good employee involvement is achieved when employees take responsibility for their part in the management system and contribute to the business working towards common goals.

Improvement & Development

Ensure that continuous improvements are made to the business and demonstrate this both internally and externally. By creating a culture where everyone contributes to reporting events, deviations, improvement proposals, measuring key figures and processes while there are routines for evaluating and analysing results, companies can achieve their goals and continuous improvements of the business.

0.3 PROCESS ORIENTATION

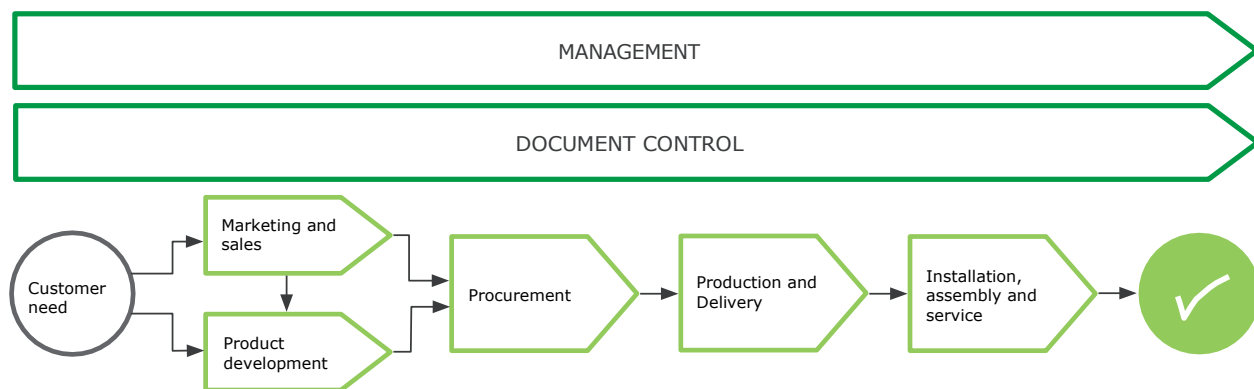
This standard advocates the application of process orientation when developing and implementing a management system. The application of a process-oriented management system helps the company:

- Understand and constantly meet requirements,
- Consider processes in terms of created value,
- Achieve effective processes,
- Improve processes based on evaluation of data and information.

When you as a business owner build your management system, you should think in terms of building processes. This makes it easier to see your company's structure and easier to identify where you need to allocate resources to change, improve, and streamline your processes.

Figure 1 below shows an example of a process flow with main processes that are the structure of the entire company from marketing to delivery with its processes Management and Document Control that apply throughout the process flow.

Figure 1 Example of process flow.



Under the process of "Management", there may be more detailed support processes such as legal requirements, occupational health and safety, environment, fire safety, improvements, deviation management, risk management, and follow-up.

The company should ensure that externally provided processes, goods, and services are described, controlled, and meet the specified requirements. Examples include surface treatment, assembly, installation, transportation, welding, product development, accounting services, sales, calibration, customer reception, staffing, control, testing, etc.

0.4 PLAN – IMPLEMENT – MONITOR – IMPROVE

Plan, Do, Check, Act, involves planning, implementing, monitoring, and improving all processes and all types of activities within a management system.

Plan (Plan) - Establish goals for the management system and its processes. Determine the resources required to meet customer needs and expectations as well as the company's policies. Identify risks and opportunities.

Implement (Do) - Carry out the plan.

Monitor (Check) - Monitor and measure processes based on policies, goals, and requirements, and report the results.

Improve (Act) - Continuously strive to improve all processes and take action.

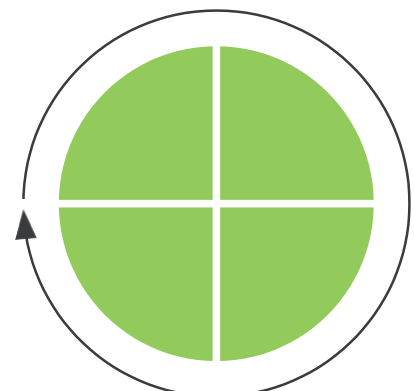


Figure 2 "The improvement wheel" according to the PDCA principle.

0.5 TRANSITIONAL RULES

The transition will take place over a three-year period, where upgrading to the new FR2000:2022 will be done at the next renewal audit with a start date of 2022-07-01 until 2025-06-30.

Transition may also be carried out in connection with a follow-up audit if requested by the company. If so, the scope will be the same as in a renewal audit.

FR2000:2017 will cease to be valid on 2025-06-30.

For companies that are certified after 2022-07-01, FR2000:2022 applies.

0.6 SCOPE

The requirements in FR2000 are general and intended to be applicable to all companies, regardless of industry, size, and the product or service provided.

The company shall meet all requirements of this standard that are applicable within the scope of the management system. If one or more requirements in this standard are not applicable within the scope of the management system, this shall be justified and documented in the management system. Stakeholder requirements shall always be considered. Examples of such requirements may come from owners, employees, customers, authorities, insurance companies, industry organizations, etc.

FR2000 includes requirements for an integrated management system that can be used by all types of companies. The standard is based on principles and interpretations of the requirements in:

- ISO 9001:2015 Quality management system
- ISO 14001:2015 Environmental management system
- ISO 45001:2018 Occupational health and safety management system

1. MANAGEMENT

1.1 BUSINESS IDEA

The management shall clarify and document the company's business idea. The business idea shall be kept up-to-date and adapted to changes.

The business idea shall be understood by all employees.

- The business idea reflects what a company's idea is and how it satisfies customer requirements and why it differs from others in the market.
- The business idea should include what customer needs are satisfied - what problems are solved for the customer?
- Who are the customers - what market are we in, what are the company's strategic customer segments?
- What are our unique characteristics and specialties, what specific features distinguish the company from other competitors? Examples of this may include patents, licenses, trademarks, and ownership of technology.
- The management's responsibility for clarifying and documenting the business idea is crucial for how well everyone works towards the same goal.
- When the management communicates and anchors the business idea to employees, the management should consider different people's ability to absorb the information and what role the individual employee has in relation to the business idea.
- At least once a year, for example, during management review or other future planning, it is important to see how the company has changed and how this affects the business idea - what has been affected and why.

1.2 POLICY

Management should establish and document one or more policies that should at least include quality, environment, and occupational health and safety, and it should form the basis for setting goals. Policies should include a clear commitment to fulfilling applicable requirements and obligations, as well as regularly improving the business. Policies should also include commitments regarding:

Quality

- customer satisfaction
- competence development

Environment

- reduce/prevent negative environmental impact
- collaborate with stakeholders

Occupational Health and Safety

- participation/collaboration
- safe and healthy workplaces
- counteract discrimination/harassment

Management should ensure that policies are known and applied in the business. Policies should be reviewed at least annually, kept up to date and adapted to changes, and made externally available.

- A policy is a statement of intent and guideline for making decisions and achieving desired goals.
- Policies are based on a direction of will and ambitions chosen to achieve the business idea.
- Policies should be communicated internally and externally and can be used for marketing purposes, including through websites, brochures, and can be provided upon request.
- When the management communicates and anchors policies to employees, the management should consider the different people's ability to understand the information and the role that the individual employee has in relation to policies.

1.3 GOALS

Management should establish, communicate, and keep measurable goals updated.

Goals should exist for each of the areas of quality, environment, and occupational health and safety.

The goals should be relevant and in compliance with established policies and lead to improvement. When setting goals, consideration should be given to risks, opportunities, and significant environmental aspects.

The company should have documented action plans to achieve established goals.

Goals should be measured and evaluated regularly, and the results should be used to take relevant action in the action plan.

The result of the evaluation should be a basis for management's review.

Management should ensure that goals and action plans are known in the appropriate scope in the organization.

- When selecting quality goals, considerations should be given to quality deficiencies, delivery reliability, complaints, competence, and customer satisfaction surveys. When selecting environmental goals, significant environmental aspects should be considered, which may include energy consumption, use of chemicals, transportation, and emissions to soil/water/air. When selecting occupational health and safety goals, significant occupational health risks should be considered, which may include exposure to chemicals, ergonomics, harassment, truck driving, injury risks, and risk of fire and explosion.
- When selecting goals, areas where there is the potential for significant improvement in performance, directly or indirectly, should be chosen.
- The action plan should include the activities (resources, purchases, changed work methods, training, organizational changes) that need to be carried out to achieve the goals.
- The action plan should also indicate who is responsible for the decided activity, the timetable, and how it will be followed up and reported.
- When communicating and anchoring the goals to employees, management should consider different people's ability to understand the information and the individual employee's role in relation to the goals.
- The goals used must be concrete and measurable. When developing goals, the **SMART** principle's six criteria can be helpful:
 - **Specific** - the goals should be based on policies and situation-adapted, as well as specific and straightforward.
 - **Measurable** - so that goal fulfilment or results can be determined, monitored, reported, and ideally compared over time.
 - **Acceptable/Attractive** - which means that the goals reflect the commitments the company has.
 - **Realistic** - the goals should be achievable. There should be proven methods to apply to achieve the goals and realistic conditions to reach the goals.
 - **Time-bound** - a predetermined time period.
 - **Responsibility** - to ensure that it is implemented.

1.4 THE MANAGEMENT SYSTEM AND ITS PROCESSES

The management shall establish and document a management system that ensures products and services meet specified requirements. The company's management system shall be adapted and relevant to its operations.

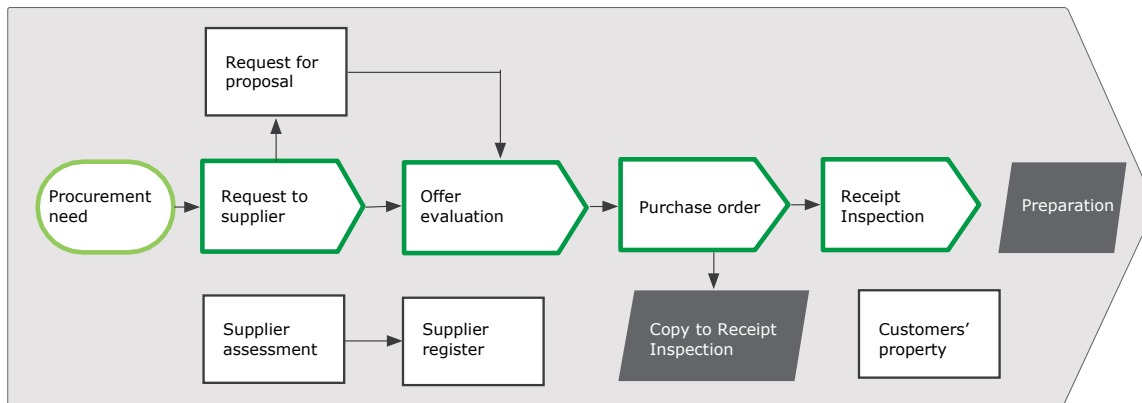
The management system and its processes shall be built up and continuously improved with regard to internal and external conditions as well as unexpected and planned changes that may affect the company's strategic direction and/or business idea and taking into account the demands and expectations of customers and other stakeholders.

The management shall describe its operations as processes, which shall be broken down into sub-processes in the management system to an appropriate extent. The sequence and interfaces between the processes shall be identified. The management shall control and measure its processes.

Employees shall be aware of the management system and have access to relevant parts. Other stakeholders shall have access to the management system in the parts that concern them.

- The company must understand and manage its interacting processes as a system, which contributes to its efficiency and effectiveness. This approach makes it easier for the company to control the processes in the management system so that the overall performance of the company can be improved, and the intended results are achieved in accordance with the company's policies and strategic direction.
- Applying a process-oriented management system enables the company to:
 - understand and continuously meet requirements,
 - consider processes in terms of added value created,
 - achieve effective processes,
 - improve the company's processes based on evaluations of data and information.
- Figure 3 is an example of how a schematic description of a purchasing process may look like and shows how the different parts of the process interact. In some cases, it may be appropriate to supplement the process map with underlying procedures.
- The control points for monitoring and measurement that are necessary for control are specific to each process and vary depending on associated risks.
- The level of detail in describing processes is ultimately governed by how complex a business is and which activities are involved in the process. Employees should understand the relationships between activities and tasks and how they are linked.
- Processes should be described as simply as possible. It describes the path from customer needs to customer satisfaction in a business with required control points.
- To know that the business provides goods/services that meet the requirements, critical and relevant processes must be measured. This can be done in many different ways. However, it is important to have metrics that reflect what is important for the process to perform to meet customer and internal requirements. Examples of metrics include defect costs, lead time, setup time, and capital utilization.
- The management system should provide a clear picture of how the business is conducted. The documentation requirement for the management system should be at a level that is directly related to customer, supplier, and regulatory requirements, as well as other stakeholders' needs. Examples of stakeholders may include customers, employees, authorities, partners, industry organizations, interest groups, neighbours, owners, suppliers, the public, media, and relatives. It is important that the requirements identified are also addressed within the framework of the management system.
- The structure of the management system does not need to follow the standard's division and numbering but should be based on the company's own processes. Many companies choose to describe their processes schematically, but the processes can also be described in text.
- Management must also decide which parts of the management system are available to different stakeholders. There are no requirements for the media in which the management system is available. It can be paper based, exist in software, or as an intranet.

Figure 3. Example of the procurement process



1.4.1 MANAGEMENT COMMITMENT AND RESPONSIBILITY

The top management shall demonstrate commitment and responsibility for the management system and its processes, as well as allocate resources to ensure that the management system achieves expected results.

The top management shall lead and support the organization to contribute to sustainable development, create a good safety culture, customer focus, and ensure that the management system is implemented and follows the company's strategic direction.

1.4.2 DOCUMENTED INFORMATION

The company's management system shall include documented information required by this standard, as well as information that the company has determined is necessary for an effective management system.

The company shall ensure that documented information:

- a) Is identified and described, such as title, date, author, and in what form the documented information shall be prepared, such as paper, electronic, film.
- b) Is reviewed and approved.
- c) Is kept up-to-date and changes to the documentation are controlled.
- d) Is properly managed and stored.
- e) Is available and suitable for use where and when needed.
- f) Is adequately protected against unauthorized use.
- g) Is archived, retained, and disposed of according to applicable requirements.
- h) Also includes external documented information and is appropriately identified, controlled, and archived.

– Documented information primarily concerns ensuring that the documented information used is correct and approved, i.e. is relevant to the work to be performed.

– External documentation refers, for example, to customer and supplier documents, laws and other requirements, standards, norms and industry practices, drawings.

1.5 RISK AND OPPORTUNITY MANAGEMENT

The company shall inventory, analyse, evaluate, and decide on actions based on the risks and opportunities that exist throughout the company's operations related to quality, environment, occupational health and safety, and other factors that may affect the company. The results of the analysis shall form the basis for the content of the management system. The information shall be kept up to date.

The results shall be documented and preserved.

- All types of businesses have risks/opportunities. These can arise in all areas, examples of different types of risks/opportunities that may be essential for a company could be:
- Customer satisfaction (customer surveys and complaints),
- Laws and other requirements (government supervision, register/list of laws),
- Business development (business plan, competitors, environment, product mix, technology development, safety),
- Efficiency (capacity and utilization rate, deviations),
- Competence (competence needs, training plan, competence matrixes, resource plans),
- Commitment/engagement/participation (communication routines, employee interviews, surveys),
- Physical and psychosocial work environment (incident and accident reports, safety inspections, surveys, occupational health care, absence statistics),
- Environment (environmental assessment, incident and accident reports, government supervision, emergencies, product development),
- Fire risks,
- Economy (budget, customer and supplier financial stability, complaints, currency fluctuations, legislation).
- The analysis should be based on first describing the risk/opportunity and what the consequence is for the business. Based on this, it is then important to evaluate and prioritize which measures give the least risk/greatest opportunity in the future that are documented in an action plan, see Figure 4.
- Risk management can be to avoid risk, take risks in order to exploit the opportunity, eliminate the risk source, change the probability of or the consequences of a risk, share risks or accept risks based on well-founded decisions.
- Preventive protection, insurance, and emergency planning are examples of measures that help prevent or reduce the consequences of damage.
- Opportunities can lead to the company introducing new working methods, launching new products, opening new markets, managing new customers, building partnerships, using new technology, and applying other desirable and possible ways to meet its own or its customers' needs.
- Figure 4 can serve as a guide for managing risks and opportunities.

Figure 4. Examples of risk and opportunity management



1.6 LAWS AND OTHER REQUIREMENTS

The company shall identify, have access to, and comply with the requirements in laws, regulations, and other provisions that affect the company's operations. These requirements shall form the basis for the company's implementation and use of its management system. The requirements shall be documented in one or more lists, which shall be kept current and updated at least once a year. The lists shall include environmental requirements, occupational health and safety requirements, as well as requirements for products and services.

The list shall also indicate how the company is affected by the requirement and how it is managed in the operations, and if applicable, refer to documents in the management system.

The company shall have documented procedures for the annual evaluation of compliance with applicable laws and other requirements. The evaluation of compliance shall demonstrate what has been reviewed and audited to ensure compliance with the requirements. The results of the evaluation shall be documented and serve as a basis for management review.

- Other requirements may include industry practices and standards (such as Svanen, Krav, Svenskt Sigill, insurance requirements, requirements in public procurement, agreements, competence requirements, fire safety, security, emergency response). It is also important to find out about local regulations and EU directives.
- The evaluation of compliance with legislation should be able to show what has been checked and reviewed to ensure that the requirements are met. See Figure 5.

Figure 5. An example of how the inventory can be designed. Example of the design only.

Krav/Lag och senaste ändring	Hur berörs vi av denna lagen?	Vår hantering / Styrning	Kontroller / utvärderingspunkter	Efterlevnads-kontroll
Avfallsförordningen 2020:614 Senast ändrad SFS 2021:1008	*Krav på hur vi sorterar avfall. *Krav på transport av farligt avfall. *Krav på att anteckna och rapportera in farligt avfall.	Avfallsrutin ref. 123	Rutinen granskas. Stickprov på att vi sorterar rätt i kärlen. Kontroll att avfallsentreprenör har giltigt tillstånd. Granska registrering som gjorts till Naturvårdsverkets avfallsregister.	OK //NN 2022-01-15

1.7 ORGANIZATION, RESPONSIBILITY AND AUTHORITY

The management shall clarify and document responsibilities, tasks, and authorities for all employees.

The management shall take into account organizational conditions when implementing and changing its management system.

- The management of the company must ensure that each employee knows what is expected of him/her (tasks/responsibilities), what they are authorized to do (authorities). Employees also need an understanding of how tasks/responsibilities and authorities are related.
- The responsibility for tasks related to occupational health and safety and fire protection shall be clarified (legal requirements). The distribution of responsibilities shall be documented. The person who is assigned tasks shall also have sufficient knowledge and resources to perform them.
- Examples of organizational conditions include leadership and management, communication, participation, discretion, distribution of tasks and requirements, resources and responsibilities.

1.8 COMPETENCE

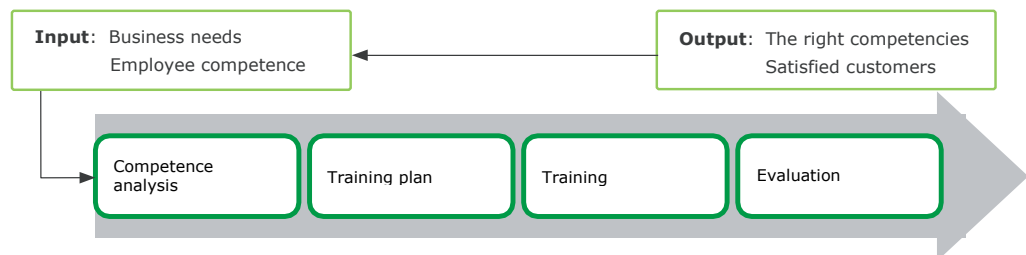
The company shall have documented procedures for competence development based on the company's policies and objectives, taking into account identified risks and opportunities.

The company shall:

- a) annually conduct a competence analysis of the collective competence,
- b) establish a training plan to ensure competence in the company,
- c) establish and maintain procedures for evaluating completed competence development, which shall be documented,
- d) retain training certificates.

- Competence is the ability and willingness to perform tasks using one's knowledge and practical skills.
- Competence analysis involves analyzing the company's current situation and comparing it with the company's current and future competence needs. The analysis can result in developing existing personnel, hiring competence, recruiting or reorganizing.
- With identified competence needs and available competence, a competence matrix can be a simple way to get an overview of the need.
- Training planning involves establishing detailed training activities (e.g. internal/external training, mentoring, self-study) for the next year.
- When establishing the training plan, it is important to review which specialist competencies need to be developed. This can range from authorization to perform certain work to new needs for specialized competence as well as knowledge needs related to significant aspects (e.g. welding license, hot work, truck and crane driving, sampling, scaffolding construction, licenses, fire safety responsibility).
- After completed training activities, they are evaluated regarding the achieved effect/impact - did the outcome match our intentions? The evaluation shall be documented.
- Figure 6 can serve as a model for evaluating the competence process.

Figure 6. Example of a model for evaluating competence



1.9 COMMUNICATION

The management shall clarify and document how information, communication, and reporting channels function internally and externally.

- The management should establish routines for communication and clarify how information, communication, and reporting channels function, for example, for order handling, staff meetings, deviations, working environment, emergencies, customer feedback, environment, authorities, and contractors. Dialogue is essential in all communication, and every employee should know who to report to. The employees should also be aware of the company's customers and suppliers and how information is managed.
- The management should internally communicate its goals, risks, significant environmental aspects, relevant customer requirements, etc. to all employees and ensure that the information is understood.
- The management should appoint someone to communicate externally with, for example, media, authorities, customers, certification bodies, and other relevant stakeholders.

1.10 WORK ENVIRONMENT

The work environment work should cover all physical, psychological, and social conditions that are relevant to the work environment and include employees, those who work for the company, and those who may be exposed to the risks caused by the company.

Employers and employees/work environment representatives should jointly establish procedures for collaboration in work environment work. Collaboration aims to jointly create a good safety culture.

The company should assess risks in the work environment and determine which ones are significant. When assessing risks, consideration should be given to risky work tasks, changes, temporary workplaces, and individual conditions and competence.

The company should have documented procedures for planning, implementing, and monitoring activities so that illness and accidents at work are prevented, and a satisfactory work environment is achieved.

Significant work environment risks should be managed, controlled, and monitored, and when doing so, the hierarchy in the action plan should be followed.

The company should assess opportunities and determine how the organization, planning, work methods, culture, and changes can lead to improvements in the work environment.

Task distribution regarding the work environment should be documented, communicated, and accepted. Everyone who has work environment tasks or work environment responsibilities should have sufficient competence and necessary resources. When the company does not have sufficient competence, external resources should be used, such as occupational healthcare.

Employees should actively participate in work environment work, and all employees should report risks, incidents, and accidents.

All significant risks should be managed, controlled, and monitored in a way that enables safe work without risk of illness. For significant risks that cannot be immediately addressed, action plans should be established, and the actions chosen according to the hierarchy in the action plan, where each step in the hierarchy is considered less effective than the step before. This means the following prioritization:

1. eliminate the risk/hazard. Examples of this can be to stop using hazardous chemicals or eliminate work that causes negative stress.

2. substitute the risk/hazard. Examples of this can be to switch to a less hazardous chemical or have stressful work tasks performed by digital/robotic means.
3. technical measure. Examples of this can be machine guards, safety rails, changing how work is performed to avoid working alone, bullying or unhealthy working hours.
4. administrative measure. Examples of this can be training/introduction, checks/inspections, training to prevent discrimination, instructions, health checks.
5. Personal protective equipment. Examples of this can be safety shoes, safety glasses, ear protection, gloves.

Many times, it is necessary to combine several measures to manage the risk.

1.11 ENVIRONMENT

The company shall inventory and document its environmental aspects and assess those that may cause significant environmental impact.

The company shall identify the environmental aspects of activities, goods, and services that it can control and those it can influence, as well as their environmental impact, taking into account a life cycle perspective.

In identifying environmental aspects, the company shall also consider:

- a) new or modified activities, goods, and services,
- b) abnormal conditions and reasonably predictable emergencies,
- c) laws and other requirements.

For significant environmental aspects, objectives and action plans shall be established, controlled, and monitored.

The company shall communicate its significant environmental aspects internally and externally as appropriate, see 1.9 Communication.

The company shall keep the list of environmental aspects up to date by updating it at least once a year or as needed.

- An inventory of environmental aspects can be compiled in an environmental audit or list of environmental aspects. The life cycle perspective means that the organization identifies the impact of its services and products on the environment during its own activities, as well as before and after the service is performed or the product is delivered.
- To identify significant aspects, a prioritization can be made based on various criteria, such as quantity/extent, impact on the environment, and the company's ability to influence the outcome.
- Significant environmental aspects can pose risks and opportunities that may mean either negative environmental impact (threat) or positive environmental impact (opportunity). See section 1.5 Management of Risks and Opportunities.
- Examples of questions to consider during inventory include:
 - What requirements exist in current environmental legislation, regulations, and local regulations that affect the company?
 - What activities, goods, and services of the company's operations affect the external environment?
 - What is the environmental impact of our suppliers?
 - What is the environmental impact of our products and services on the customer after our part of the work is completed?
 - All stages in the product or service life cycle should be considered. Typical stages in the life cycle include raw material procurement, design, production, transport/delivery, use, and final waste management. The applicable parts of the life cycle vary depending on the activity, product, or service. See figure 7 below.

Figure 7. The different stages of the life cycle perspective:



- What previous incidents, emergencies, and accidents have occurred?
- What viewpoints or requirements are there from various stakeholders such as customers, authorities, owners, employees, and suppliers?
- Examples of areas that can be considered during the inventory:
 - procurement of raw materials, products, and services,
 - chemicals,
 - water/wastewater,
 - ventilation,
 - energy (transport, heating of different premises, renewable energy),
 - location,
 - noise,
 - vibrations,
 - soil and groundwater conditions,
 - waste (hazardous waste, recycling, reuse),
 - emergency preparedness, spill response, damage prevention work,
 - odour,
 - emissions to air,
 - review of documentation (such as historical environmental impact, decisions, permits, drawings, process descriptions, handling of documents regarding waste, chemicals, oil separators),
 - interviews with own personnel, authorities, neighbours as well as private individuals and companies,
- Example: Life cycle perspective for manufacturing companies.
 1. Raw materials and procurement - may involve questions about which scarce substances are included in our products that we should avoid. Do we have substances that are included in Reach, the restriction list from the Swedish Chemicals Agency, or customer requirements.
 2. Design - may involve questions about material choices and how they affect subsequent steps regarding the product's durability, maintenance needs, and the possibility of material recycling.
 3. Production - may involve questions about, for example, energy consumption of machinery and equipment, chemical consumption, waste management.
 4. Transport and delivery - may involve questions about whether production takes place in Sweden or abroad, transport modes/emissions, filling rates, packaging of the goods, and logistics.
 5. Use - may involve questions when the product is used, such as maintenance, cleaning, operation of the product, emissions, and energy use.
 6. Final waste management - may involve questions about reuse, material or energy recovery.
- Example: Environmental aspects from a life cycle perspective for service companies:
 - For glaziers, it may involve how to inform and influence customers to choose insulated glass with high energy class to reduce their energy consumption.
 - For chimney sweeps, it may involve how to inform customers on how to burn in an environmentally friendly and economical way and how to handle the customer's ashes in an environmentally sound way.
 - For wholesalers and retailers, it may involve how to set requirements for suppliers, but also the competence of their own staff so that they can provide good support and influence customers to make sustainable choices.

1.12 FIRE PROTECTION

Companies that own or use buildings or other facilities must have documented procedures for fire protection. Fire protection must be carried out with regard to both preventive measures and measures planned in the event of a fire. The company must identify and continuously take the necessary measures to eliminate or reduce the risk of fire. The results of the fire protection work must be documented and preserved.

- Continuously identifying and managing fire risks and having established procedures for what to do in the event of a fire is of utmost importance in achieving a fire-safe environment.

In the Act on Protection against Accidents, Chapter 2, Section 2, the obligation is established for everyone who owns or uses a building or facility to have equipment for extinguishing and rescuing and otherwise take the measures necessary to protect themselves against fire. The general advice (SRVFS 2004:3) clarifies that everyone, regardless of activity or company, should work systematically with their fire protection. Most organisations also need to document their fire protection.

- The documentation for fire protection should be a natural part of the various chapters in the FR2000 system and does not necessarily need to be collected under requirement 1.12 fire protection.

When an organization develops documentation and procedures for its fire protection work, the following areas should be considered:

- Fire protection policy (may be included in a security policy).
 - General description of the building.
 - General description of the activity and its risks.
 - Responsibility for fire protection.
 - Rules and procedures.
 - Emergency planning.
 - Plan for training and exercises.
 - Permits relating to fire protection, such as permits for hot work, permits for handling flammable substances.
- Description of the building technical fire protection and maintenance and control plan for fire protection installations as below.

Protect against fire occurring:

Fireplace installations and chimneys.

Facilitate evacuation:

Escape routes, guiding markings, emergency lighting.

Protect against fire spread:

Fire compartments including fire doors and ventilation, fire sealing, and surface treatment.

Maintain load-bearing capacity in the event of a fire:

Fire protection painting/isolation of the structure.

Facilitate fire-fighting operations:

Firefighting equipment, rescue routes, hose lines and smoke ventilation.

In cases where active fire protection installations such as water or gas extinguishing systems and fire and evacuation alarms occur, they should be checked and maintained in accordance with applicable regulations.

- The allocation of responsibilities for fire protection between the owner and user should be clearly stated in the current lease agreement, for example, in a boundary list, indicating who performs checks, who pays for and who rectifies deficiencies in fire protection installations.

1.13 EMERGENCY PREPAREDNESS AND RESPONSE

The company shall:

- a. take measures to prevent or mitigate the consequences of an emergency,
- b. establish documented procedures for how personnel should act in the event of an incident or accident,
- c. establish documented plans for how the operations should continue in the event of an accident,
- d. plan, carry out, and evaluate regular exercises to test emergency preparedness,
- e. establish an inventory of health, environmental, and fire hazardous chemical products that shall be kept up-to-date and readily accessible for employees. Safety data sheets shall be kept readily accessible and up to date for all chemicals on the inventory,
- f. establish documented procedures for first aid and crisis support,
- g. have access to individuals who can provide first aid.

- All companies need to have emergency preparedness in case of a serious accident, depending on the nature, complexity, and identified risks of the operations.
- The procedures should describe how the company should act before/during/after the incident.

1.14 SECURITY

The company shall have documented procedures to ensure that its operations and information are protected so that they are not lost, damaged, accessed by unauthorized parties, or modified by anyone other than authorized personnel.

- Security means protecting both tangible and intangible assets.
- The security work is based on identified risks, see 1.5 Handling of risks and opportunities.
- The security work should take into account:
 - assets,
 - confidential information,
 - personal data management
 - IT and mobile usage, use of social media,
 - backup procedures,
 - physical security (secure premises, access control and entry systems),
 - alarm levels,
 - authorizations (during and after employment),
 - key management,
 - where applicable, background checks.

1.15 IMPROVEMENTS

1.15.1 IMPROVEMENT WORK

The company shall constantly improve and develop its operations to ensure that products and services meet the set requirements, future needs, and expectations.

- Continuous improvement is a key concept in quality, environment, occupational health and safety, fire protection, and competence, covered by FR2000.
- An effective way to work with continuous improvement is the application of the "improvement wheel." This tool has four areas that move the work forward in introducing improvements made. The four areas are Plan, Implement, Follow up, and Improve, see chapter 0.4.
- Plan:
 - identify possible areas of improvement,
 - analyze and motivate the cost/benefit of implementing the improvement,
 - ensure that resources are available,
 - make a decision to implement the improvement.
- Implement:
 - implement the improvement.
- Follow up:
 - verify the impact of the improvement,
 - if the result is not satisfactory, go back to planning.
- Improve:
 - follow up on the duration and evaluate the result,
 - should the improvement be generalized or standardized,
 - communicate the improvement.

1.15.2 DEVIATIONS AND CORRECTIVE ACTION

The company shall have documented procedures for handling deviations at all levels and throughout the operation and then investigate and take corrective actions to avoid repetition, and eliminate the causes of potential deviations at all levels and throughout the operation.

The company shall maintain documented information showing:

- a. the type and severity of deviations and actions taken;
- b. the results of implemented actions.

Decided actions shall be proportionate to the consequences of the detected deviations.

- By deviation regarding quality, environment, occupational health and safety, fire protection, and competence, for example:
 - customer complaints,
 - customer claims,
 - supplier complaints,
 - incidents and accidents,
 - audit deviations,
 - non-conforming products and services,
 - production deviations,
 - serious risks that have not been addressed,
 - deviations from self-controls (protection rounds, fire rounds, environmental rounds, etc.).
- The company should review if there is a need for whistleblowing procedures that enable personnel to report irregularities anonymously and without risk of reprisals.
- When any type of deviation occurs, the company should:
 - react and document the deviation,
 - investigate the root cause,
 - take actions to manage and correct it and manage any consequences,
 - evaluate the need for actions to eliminate the causes of the deviation so that it does not recur and investigate whether similar deviations exist or could occur,
 - review the results of implemented actions,
 - possibly update procedures, instructions, and checklists.

1.16 INTERNAL AUDITS

The company shall establish documented procedures for internal audits of its operations to verify that the management system is relevant, documented, operational, and meets all requirements of the standard.

Internal audits of the management system shall be conducted as often as necessary, but at least once a year. All processes shall be included in the overall audit program, unless all processes are audited annually. The entire management system shall be audited over a three-year period.

(Specific requirements for multisite certification are in the General Provisions.)

The company shall:

- a) Plan, establish, implement, and maintain an overall audit program, which includes frequency, methods, responsibilities, planning, and reporting. The audit program shall take into account the importance of processes, changes affecting the company, and the results of previous audits.
- b) Ensure the objectivity of the audit.
- c) Ensure that the audit results are reported and discussed in management review.
- d) Establish an action plan for the deficiencies and improvement proposals that are not immediately corrected.
- e) Preserve documented information from the audit.

- Internal auditing involves both reviewing documentation and verifying how the application is carried out in practice through sampling and interviews.
- An internal audit should be carried out with the objective of providing an objective view of the effectiveness of the management system, with a focus on the main process function.
- The internal audit report should at least include what was reviewed, when the audit was conducted (date and duration), who conducted the audit, who participated, deviations, improvement proposals, and positive observations.
- The internal audit should be carried out by a person who can objectively review the area, has necessary knowledge in auditing techniques, and knowledge of the relevant standard.
- Audit protocols should be preserved in a way that can serve as a basis for management review.

1.17 MANAGEMENT REVIEW - STRATEGIC FOLLOW-UP AND EVALUATION

Management should review the management system at least once a year to ensure that it is functioning as intended. Minutes from the review should be retained.

The management review should cover at least:

- a. the status of actions taken at previous management reviews,
- b. changes in external and internal issues related to quality, environment, occupational health and safety, fire protection, and competence that are relevant to the management system:
 - stakeholder needs and expectations, including laws and other requirements,
 - significant aspects,
 - risks and opportunities,
- c. evaluation of how the company complies with applicable and relevant laws and other requirements that it is subject to,
- d. analysis of achieved results and trends related to:
 - objectives and action plans,
 - nonconformities and corrective actions,
 - results from monitoring and measurement,
 - results of audits (internal and external) and planning for future audits,
 - performance of external providers,
 - process capability,
 - customer satisfaction,
- e. challenging the policy and establishing new objectives and action plans,
- f. the availability of adequate resources and competence,
- g. relevant communication from stakeholders, including complaints,
- h. implementing systematic improvements to management system procedures and processes,
- i. changes that may affect the management system.

- The presence of problems related to quality, environment, competence supply, occupational health and safety, and the measures taken.
- Review and examination of the business idea, policy, laws and other requirements, significant environmental, quality, occupational, safety and competence aspects.
- Consideration should be given to feedback from customers and other stakeholders regarding goods/services.
- Is there sufficient competence in the company to develop it further?
- Establish improvement programs.
- The results of the management review and the items addressed should be documented in minutes together with each action decided, the schedule and the responsible person in the plans for improvement.
- The purpose of follow-up and evaluation is to identify systemic problems and find patterns in why they recur. Daily problems that arise should be solved when they occur but do not forget to document them.
- It may be practical to gather all results from evaluations in one place.
- Try to create an overview of the different types of problems to facilitate work with improvements.

2. MARKETING AND SALES

2.1 MANAGEMENT OF MARKETING

The company shall describe its marketing activities in a marketing plan.

- When developing the company's marketing plan, it is important to start from the business idea and the different policies of the company, as well as take into account the risks and opportunities that have been identified, see chapter 1.5 Risks and opportunities when decisions are made about which marketing activities should be carried out.
- In addition, consideration should be given, for example, to:
 - where the company is located, current size, growth opportunities and specific characteristics,
 - market share and target group,
 - the company's strategic customer segments.
- Examples of marketing activities can be:
 - participation in trade fairs,
 - advertising,
 - mailings,
 - customer visits,
 - brochures.

2.2 INQUIRIES AND QUOTES

The company shall ensure that all customer requirements and needs as well as legal requirements are identified in incoming inquiries and that they are answered in a timely manner, whether they are accepted or declined.

The company shall describe how the handling of quotations is carried out and what should be documented and preserved.

The company shall document its delivery terms, warranties and payment terms so that they are clear to customers.

- When making an inquiry, an analysis should also be made to determine if the potential customer is included in the company's strategic customer segment.
- Inquiries and quotations are one of the important moments in bidding. It is important to ensure that the entire organization can carry out the necessary activities for a current inquiry. Here, it is important to create simple checklists, for example, to see at an early stage if it is worth the money to submit a bid or quote. The checklist should include items such as resources, technology, environment, quality, specified requirements, schedules.
- For some industries, there are also requirements from laws, regulations, norms, standards, and EU directives from a safety perspective to consider. Uncertainties in quotations should be investigated with the customer.
- Furthermore, it is important to ensure that the supplier of your bid can deliver on time, with the right quality and price.
- It is important to create quotation templates and checklists that clearly indicate what should be included in the bid.

2.3 ORDER AND ORDER ACKNOWLEDGEMENT

The company shall describe how an order is received, recorded, reviewed, and amended, if necessary, and how it is preserved. During the review, the company shall ensure, together with the customer when possible, that the content of the order is acceptable and that there is sufficient capacity to meet the requirements.

The company shall describe how the order acknowledgment is designed and communicated to the customer.

- In some industries, an order may also be referred to as a purchase order.
- Regardless of whether there are formal agreements or not, an order should always be acknowledged. A verbal order may occur but should be confirmed in writing, for example, via email.

2.4 CUSTOMER SATISFACTION

The company shall obtain information about customers' perceptions of the extent to which their needs and expectations have been met.

The company shall establish methods for obtaining and analysing such information in order to improve customer satisfaction.

The information on customer perception and the methodology for obtaining such information shall be documented and preserved.

- Information on customer perception may consist of:
 - surveys,
 - interviews,
 - feedback from customers,
 - customer meetings,
 - market analysis,
 - complaints.

3. DEVELOPMENT OF GOODS AND SERVICES

3.1 REQUIREMENTS FOR GOODS AND SERVICES

Requirements that form the basis for the development of goods and services shall be identified and documented.

- By services, it means that the company delivers an execution of something such as assembly, service, installation, and staffing. The company is then responsible for the execution of the service, which could be performed in different ways, making the service subject to change depending on how it is to be performed. How this development/change of the service should be carried out should be described.
- When developing or changing goods and services, it is important to consider both existing and new requirements, such as:
 - regulatory and industry requirements,
 - standards,
 - customer requirements,
 - specifications,
 - competency requirements,
 - schedule,
 - feedback from deviations/complaints, service, and customer feedback,
 - life cycle perspective, such as material selection, recycling possibilities, use of goods and services.

3.2 CONTROL OF DEVELOPMENT OF GOODS AND SERVICES

The company shall describe its development work with regard to reviews, trials, reconciliations, results, and changes to goods and services. The result shall be documented and preserved where applicable.

- Control of development of goods and services refers to the following:
 - Review - may involve the company conducting an analysis with those involved in the organization and also the customer, for example, through feedback.
 - Trial - may involve testing goods and services before they are delivered to the customer.
 - Reconciliation - may involve a number of reconciliations both internally and, in some cases, externally with the customer to verify that the goods and services meet all requirements.
 - Changes - may involve changing a method, component, chemical, machine/tool that, in turn, affects goods and services.
 - Results - are the overall end result of the change or development carried out.

4. PROCUREMENT OF GOODS AND SERVICES

4.1 CONTROL AND MANAGEMENT OF PROCUREMENT

The company shall establish documented procedures for controlling and managing procurement of goods and services to meet the requirements of the business and the products or services it delivers.

- Services include outsourced processes, such as:
 - Surface treatment,
 - Assembly,
 - Service and maintenance,
 - Testing.

4.2 ASSESSMENT AND EVALUATION OF SUPPLIERS

The company shall assess and select suppliers based on their ability to meet applicable requirements. The criteria for selection shall be specified.

The company shall annually evaluate the ability of suppliers to meet applicable requirements. The company shall maintain an up-to-date list of assessed and approved suppliers.

- When assessing suppliers, the company should consider:
 - Environmental impact from a life-cycle perspective,
 - Occupational health and safety,
 - Quality requirements,
 - Delivery reliability,
 - Laws and other requirements,
 - Cooperation with suppliers,
 - Direct delivery to customers from the supplier,
 - Risks and opportunities,
 - Financial stability,
 - Availability,
 - Customer recommendations.
- Reporting of the completed assessment and evaluation of the company's suppliers should be done in conjunction with management review.

4.3 RECEIVING INSPECTION

The company shall ensure that purchased goods and services meet all requirements.

- The receiving inspection should be defined based on how it is to be performed and who is responsible for what.
- The following should be considered in the inspection:
 - critical dimensions,
 - delivery notes,
 - labelling,
 - safety data sheets,
 - packing order,
 - how a service has been performed,
 - transport damages.

4.4 STORAGE MANAGEMENT

The company shall establish procedures to ensure storage, labelling, traceability, loading and unloading of goods and internal transport.

- It is important to consider that:
 - storage is done so that it is easy and safe to pick out goods,
 - discarded goods are separated,
 - chemicals are stored so that they cannot be confused and are stored safely,
 - goods are labelled in a way that they can be easily identified,
 - use the "first in first out" principle to reduce the risk of aging of goods,
 - storage is done under controlled conditions regarding temperature, humidity, and light.

4.5 CUSTOMER PROPERTY

The company shall ensure that customers' physical and intellectual property is handled in a satisfactory manner.

- In cases where the customer provides materials, equipment, or information to be used for the production of goods and services, it is important to determine how to handle the customer's property in the order/procurement in a safe manner.

5. PRODUCTION AND DELIVERY OF GOODS AND SERVICES

The company shall establish and document the procedures required to meet the requirements for goods and services, taking into account risks and opportunities, laws and other requirements, and environmental aspects.

Procedures for the production and delivery of goods may include:

- a) Production control,
- b) Inspection and testing,
- c) Maintenance of equipment and vehicles,
- d) Handling of nonconforming goods and services,
- e) Management of measuring equipment,
- f) Product identification and traceability,
- g) Delivery.

Documented information should be available on the calibration status, inspection and testing of measuring equipment, product identification, and, where applicable, also on traceability and maintenance.

Procedures for the execution of services may include:

- a) Service execution,
- b) Document review, self-checks, function checks,
- c) Competence development,
- d) Handling of deviations, changes, customer feedback,
- e) Traceability,
- f) Service delivery.

- Production control
 - Everyone involved in the development of a product or service is responsible for meeting the requirements regarding quality, work environment, environment, and fire protection. All employees should follow the instructions and guidelines established. To achieve the right production result, it is crucial that sufficient resources are available, and employees have the right education and skills to perform their tasks. When necessary, a plan for various activities related to the current product or service can be established, such as a control plan, assembly plan, welding plan, or steering plan.
- Inspection and testing
 - An understandable way to describe your operations is to describe the activities and decision points via flow diagrams, such as control plans, measurements, manuscript corrections, or coordination meetings.
 - Validation of products and software.
- Maintenance of equipment and vehicles
 - Maintenance of equipment and vehicles involves, for example, maintenance plans, responsibilities and authorities, the goal of maintenance, maintenance instructions, and maintenance journals.
- Handling of nonconforming goods and services
 - For handling deviations of goods and services, see chapter 1.15.2 Deviations and corrective actions.
 - Mixing of non-approved goods and services and approved goods and services must be prevented.
- Management of measuring equipment
 - Equipment used for measurement should be registered in a measuring device register and regularly calibrated/checked. All measuring devices used for verifying measurements should be calibrated/checked and marked with calibration/check status.
- Product identification and traceability
 - The status of goods and services in a production chain should be identifiable. It is important that the labelling clearly distinguishes the status, is the item or service approved, nonconforming, or discarded?
 - It is also important to indicate which order/purchase or project the item and service belong to. Traceability means being able to follow a product or service afterwards, and this should be regulated in a special agreement if necessary.
- Delivery
 - Delivery means preserving the goods and services to the customer, delivery review, packaging/labelling/protection, safe transport, and handover.

6. WORK AT EXTERNAL LOCATION

The company shall ensure procedures for planning and work at external locations.

The procedures shall be established and documented based on the type of goods and services to be delivered, with regard to:

- a) Competence and authorization,
- b) Safety, environment, work environment, fire,
- c) Laws and other requirements,
- d) Planning and execution,
- e) Goods reception and storage at the customer's site,
- f) Work at the customer's site, such as installation, assembly, service and delivery of service,
- g) Customer and user information needs,
- h) Service,
- i) Warranty commitment,
- j) Final inspection.

Documented information shall be retained from final inspection, service and warranty commitment.

- Service
 - Service may involve the provision of spare parts, see chapter 3.1 Requirements for goods and services.
- Warranty commitment
 - Warranty commitments must be known and communicated.
- Final inspection
 - Final inspection may be internal or external inspection, regulated in some cases according to agreements and general regulations.
- Competence and authorization
 - Competence and authorization may apply, for example, to BAS-P/U, identification, certificates and licenses, ID06, approval from the Swedish Legal, Financial and Administrative Services Agency.
- Safety, environment, work environment, fire
 - Safety, environment, work environment, fire may involve informing employees about the conditions that apply to the current assignment, such as regulations, work environment risks including risk assessments and handling of chemicals and hazardous waste.
- Laws and other requirements
 - Laws and other requirements that affect the external workplace shall be known and complied with, see also chapter 1.6 Laws and other requirements.
- Planning and execution
 - Planning and execution may involve establishing a quality, environmental and work environment plan.
- Goods reception and storage at the customer's site
 - Goods reception and storage at the customer's site may involve establishing rules for handling goods and services so that they are adequately protected.
- Work at the customer's site
 - Work at the customer's site, such as installation, assembly, service and delivery of service, may involve how to act at the customer's site, dress code, safety regulations, confidentiality, etc.
- Customer and user information needs
 - Customer and user information needs may include maintenance and installation instructions, relationship drawings, user manual, confidentiality codes/authorization, readjustment.

FR2000 MANAGEMENT SYSTEM

Quality - Environment - Occupational Health and
Safety

