

Human Capital & Culture

# Standard Operating Procedures Framework (SOP)

## Purpose

The purpose of this framework is to provide a standardized structure and governance model for the development, implementation, maintenance, and enforcement of Standard Operating Procedures (SOPs) across B&S Investments. SOPs are critical tools for ensuring operational consistency, regulatory compliance, process efficiency, and organizational learning.

Given B&S Investments' multi-sector operations across exhibitions, manufacturing, tourism, hospitality, creative content, and digital ventures, SOPs enable scalability, quality control, risk reduction, and performance alignment at every level of the business.

## Scope

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This framework applies to all departments, subsidiaries, project teams, and shared service functions within B&S Investments that engage in repeated, process-driven tasks. It covers:

- Core operations (e.g., production, event setup, service delivery)
- Administrative procedures (e.g., HR, finance, procurement)
- Health, safety, and quality compliance tasks
- IT and cybersecurity processes
- Emergency, incident, and crisis response protocols
- Cross-functional collaboration procedures

## Policy Statement

B&S Investments requires that all critical and recurring operational activities be governed by up-to-date SOPs that follow an approved structure. SOPs must:

- Be developed collaboratively with subject matter experts
- Be version-controlled and accessible to relevant teams
- Clearly define roles, responsibilities, inputs, outputs, and controls
- Be written in clear, action-oriented language
- Be reviewed regularly and updated following changes in process, technology, or regulation

Unauthorized deviations from SOPs are prohibited unless approved through defined escalation procedures.

## Roles & Responsibilities

Role	Responsibility
<b>Chief Operating Officer (COO)</b>	Approves SOP strategy, framework, and governance structure
<b>Process Owners / Department Heads</b>	Lead SOP development, validate content accuracy, and ensure team compliance
<b>Quality Assurance Team</b>	Review SOP quality, enforce version control, conduct audits, and manage central SOP repository
<b>Training &amp; Development Unit</b>	Support training delivery, comprehension validation, and onboarding alignment
<b>All Employees</b>	Follow SOPs relevant to their roles and report procedural gaps or inconsistencies
<b>Internal Audit</b>	Periodically evaluate adherence to SOPs and recommend improvements

## Procedures & Implementation

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### 1. SOP Identification & Prioritization

- Department Heads identify critical activities requiring formal documentation
- Prioritization is based on factors such as compliance risk, frequency of task, business impact, and training needs
- A master SOP register is maintained at the Group level with status and ownership tracking

### 2. SOP Development

Each SOP must follow a structured template containing:

- 1 **Title & Reference Code**
- 2 **Effective Date & Review Cycle**
- 3 **Purpose & Scope**
- 4 **Roles & Responsibilities**
- 5 **Definitions & Abbreviations (if applicable)**
- 6 **Step-by-Step Procedures**
- 7 **Inputs & Outputs**
- 8 **Tools, Forms, or Systems Used**
- 9 **Control Points / KPIs / Compliance Checks**
- 10 **Related SOPs or Policies**

SOPs must be authored collaboratively with direct process executors and approved by functional leaders.

### 3. SOP Validation & Approval

- Completed drafts are submitted to QA for format review and compliance alignment
- Legal or Compliance review is required for procedures linked to external regulations (e.g., safety, data privacy)
- Final approval is granted by the department owner and COO or designee, based on criticality

### 4. Publication & Distribution

- Approved SOPs are uploaded to the SOP Management Portal (hosted on the internal Knowledge Hub or ERP)
- Role-based access is granted to relevant staff

- Updates are communicated via official channels with a summary of changes
- Physical copies are maintained only where digital access is limited

#### **5. 5. Training & Implementation**

- Training sessions (in-person, LMS-based, or hybrid) are conducted prior to go-live of new or updated SOPs
- Sign-off or quiz completion may be required to validate understanding for critical SOPs
- Team leads are responsible for reinforcing adoption and providing on-the-job SOP coaching

#### **6. 6. Review & Version Control**

- Each SOP must be reviewed at least annually or upon:
  - Major changes in process, structure, or technology
  - Regulatory updates or audit findings
  - Significant incidents linked to the SOP activity
- Obsolete SOPs are archived with rationale and reference to the updated version
- Change logs and version history are maintained for audit traceability

### **Monitoring & Review**

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The SOP Framework is reviewed annually by the Quality Assurance and Operations teams. Internal Audit may recommend changes based on:

- Process breakdowns or repeat non-conformance
- Employee feedback or training evaluation results
- External audit findings or compliance inspections

Performance indicators tracked include:

- SOP review compliance rate
- % of employees trained on applicable SOPs
- SOP audit pass/fail rates
- Time to update post-change notification

## Associated Documents

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- SOP Template (Standard Format)
- SOP Register Template
- SOP Version Control Log
- SOP Change Request Form
- SOP Awareness Training Checklist
- Policy: Quality Assurance
- Policy: Risk & Compliance
- SOP for SOP Creation (Meta-SOP)
- LMS SOP Tracking Report
- Internal Audit SOP Evaluation Form