

Document title:

**CONTRACTOR MANAGEMENT MANUAL PERTAINING TO
OCCUPATIONAL HEALTH AND SAFETY**

REVISION STATUS

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1. Foreword

Usje Cement Factory AD – Skopje, as part of the Titan Group, places top priority to the Health & Safety of our employees, contractors, visitors and stakeholders during every operational activity in our Plant, quarries and other areas.

In support to this Vision, the Company has recently embarked on a major 3-year-initiative to bring real change to the H&S Culture of our own employees and those of our Contractors. We have improved our policies, rules and procedures, invested hundreds of thousands of Euros in new infrastructure, tools and practices and trained our people and those of our Contractors consuming thousands of man-hours dedicated to the H&S of everyone.

It is with great satisfaction that we have now issued this **Contractor Management Manual**, which is one of the most important elements of our H&S initiative, and which is aimed to provide guidelines and explanations about the new responsibilities that each local or foreign company has to fulfil in order to work together with Usje Cement Factory AD – Skopje and share and practice with us our target of “zero accidents”. This is a very significant objective for all of us and we hope that with greater determination and resilience on the part of our current and future Contractors and their own employees, this will be achieved.

Safety must be everyone’s business and constant concern. Safety must be understood by all as a condition of employment here in Usje, either as a direct employee or a temporary subcontractor. Safety is not only a legitimate personal expectation for everyone, but also a constant individual responsibility for all of us. It is everyone’s duty and within everyone’s responsibilities to continue this successful trend and achieve our “zero accidents” mission...!

Antonios Nicolopoulos
Chief Executive Director

2. Introduction

Most safety studies worldwide have identified that approximately 95% of all accidents are caused by unsafe behaviour and only 5% are caused by unsafe conditions. Therefore, changing behaviour to keep people safe has become a key factor for us.

In addition to this, the Law on Occupational Safety from 2007 (Official Gazette of the Republic of Macedonia no. 92/2007) places obligations on physical and legal persons who hire contractors to take all practicable steps to ensure that no contractor or subcontractor, or their employees are harmed or develop work-related diseases while doing work that the contractor was engaged to do.

Our principal objective is to obtain a level of overall safety characterized as “Zero Harm” and safe working conditions at all company levels. All Contractors, Subcontractors and visitors to our premises and sites are fully integrated in our efforts to fulfil this objective.

This Contractor Management Manual contains information relating to the processes, policies and practices of Usje Cement Factory. These address, as much as possible, our obligations as a contentious employer, but this still needs two major contributions from our Contractors for it to succeed – it needs to be understood and it needs to be put into practice.

For the purpose of assisting the attainment of our objective “Zero Harms”, a Central Committee on Occupational Health and Safety has been established in Usje Cement Factory, as well as the following working groups:

- Subcommittee on Managing Contractors
- Subcommittee on Investigating Incidents
- Subcommittee on Safety Audits
- Subcommittee on Rules and Procedures
- Subcommittee on Leading Indicators

Their joint objective is to provide a strategy and guidelines for improving the occupational health and safety system in conformity with the General Policy on Occupational Health and Safety of TITAN Group. The Central Committee is led by the Chief Executive Director, and it includes the entire executive management team.

The managers, heads, supervisors and other team leaders employed in Usje Cement Factory have completed several safety trainings, such as “Step Change Safety Improvement Project” and “STOP” organized by the company DuPont. These workshops/programs have been designed to transfer best practice knowledge and skills from DuPont and also engage managers on how best to use their newfound knowledge and skills in their own environments.

Part of the training also involves learning the process of conducting safety audits as the number one proactive safety management tool. It involves all levels of management consistently visiting and observing the workforce to reinforce good practices and safe

behaviours and intervene and coach when they observe unsafe or non-compliant behaviours.

It is expected that the Contractors working on Usje sites will adopt, implement and independently act in conformity with our experiences and practices, and fully adhere to the safe work procedures and guidelines.

For this reason, we have developed the approach detailed in this Manual thus expecting all selected Contractors to familiarize themselves with and follow.

3. Occupational Health and Safety Policy

Usje Cement Factory is committed to attaining a situation of “Zero Harm” for all employees, visitors, contractors and subcontractors and their employees working on our sites. For this reason, Usje Cement Factory is committed to the Occupational Health and Safety Vision and Policy:

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Occupational Health & Safety (OH&S) VISION & POLICY

To achieve the Vision of a healthy work environment free of Incidents, Injuries and Accidents,

1. We are committed to do our best to safeguard the OH&S of all our direct and indirect employees in all activities where we have management control.
2. We aim at continuous improvement of our OH&S performance by managing it as our top Business Priority.
3. We manage OH&S as an integrated system of goals, with clear responsibilities and accountabilities.
4. We continuously strive to embed safe and sound behaviour throughout the organization in our everyday activities and to create an environment in which everyone and all of us are responsible for our own and our colleagues' safety.
5. All employees are expected to follow safe-work practices, obey rules and regulations and work in a manner that upholds the high safety standards developed and endorsed by the Group.
6. We use our influence to the best of our ability to persuade our suppliers, contractors and third parties to adopt similar OH&S policy.
7. We willingly engage with stakeholders and third parties who may seek our advice.



Dimitri Papalexopoulos
TITAN Group Managing Director

3.1 Objectives of the Contractor Management Process

For the purpose of attaining the situation of “Zero Harm” for all employees, visitors, contractors and subcontractors, the following **objectives of the Contractor Management Process** are to be fulfilled:

- *Ensure that only trained, certified and qualified people (see item 4) are contracted to our worksites.*
- *Develop a preferred Contractor Register in all disciplines, which can be reviewed and upgraded on an annual basis against recognized criteria.*
- *Define and implement criteria and methods for evaluation and audit to measure Contractor performance.*

4. Definitions used in this Manual:

- **Contractor:** A legal person engaged to do work for gain or reward from Usje Cement Factory.
- **Subcontractor:** A legal person engaged by any Contractor (who is fully accountable for the Subcontractor) to do any work that the Contractor has been engaged by Usje Cement Factory to do. The Contractors are fully liable for the performance of the Subcontractors they hire for their own requirements and they are also obliged to notify Usje Cement Factory.
- **Person in Charge:**
 1. Persons employed in Usje Cement Factory, designated to exercise supervision or control over a specific work function.
 2. A physical or a legal person engaged (otherwise than as an employee) by Usje Cement Factory, designated to exercise supervision or control over a specific work function for gain or reward from Usje Cement Factory.
 3. A physical or a legal person engaged (otherwise than as an employee) by any Contractor to exercise supervision or control over a specific work function for gain or reward from the Contractor.
- **Trained person:**

A person that has undergone the induction occupational health and safety trainings, as well as a specific training on safe operation when conducting contractual activities within the premises and sites
- **Authorized person:**

Persons appointed by the Contractor or Usje Cement Factory to perform any specific activity

- **Qualified person:**

Persons that meet the stipulated professional and legal requirements pertaining to performance of any specific activity

- **PPE**

Personal protective equipment

5. Service Agreement, Policies and Procedures

5.1 Service Agreement

Each Contractor must enter into the Usje Cement Factory Agreement for supply of services prior to providing services. The Contractor Management Manual is an integral part of the Service Agreement.

5.2 Key Policies, Procedures and Instructions

The Contractors and Subcontractors must also be aware of and understand the following Company internal acts, which are included in Appendix 1 to this Manual:

A. Values of TITAN Group

B. Policies

- a. Occupational Health and Safety Policy
- b. Environment Policy
- c. Personal Protective Equipment (PPE) Policy
- d. Smoke Free Policy
- e. Drug and Alcohol Policy
- f. Procurement Policy (Code of Conduct)

C. Instructions

- a. Instruction for Safe Driving
- b. Instruction for Natural Catastrophe Management
- c. Instruction for Explosion Management
- d. Instruction for Medical Emergencies
- e. Instruction for Fire Management
- f. Instruction for Working at Heights
- g. Instruction for Safety during Machine Interventions
- h. Instruction for Fire-Fighting when Working with Methods that Cause High Temperatures and Tools that Cause Arcing
- i. Instruction for Marking the Working Area
- j. Instruction for Activities Performed in Crane Operating Halls
- k. Instruction for Work in Confined Spaces
- l. Instruction for Work on Installations under Pressure and/or High Temperature

D. Form

a. Form for Provision of Safe Working Environment

Besides the aforementioned procedures and instructions, a number of other procedures and instructions are relevant to the work being performed on site. Contractors should ensure they are familiar with the relevant procedures and instructions referring to the specific work they are engaged to do. Usje Cement Factory, through its Persons in Charge, is committed to making all these procedures and instructions about safe execution of works, which are not an integral part of this Manual, available to the Contractors on the site. Additionally, Usje Cement Factory is committed to submitting a respective set of Instructions, which differ from the ones listed in the Manual, when concluding a Contract with an appropriate distribution list.

5. Contractor Management Process (cycle and steps)

The Contractor Management Process is a predefined cycle realized through the following steps, as illustrated in figure 1:

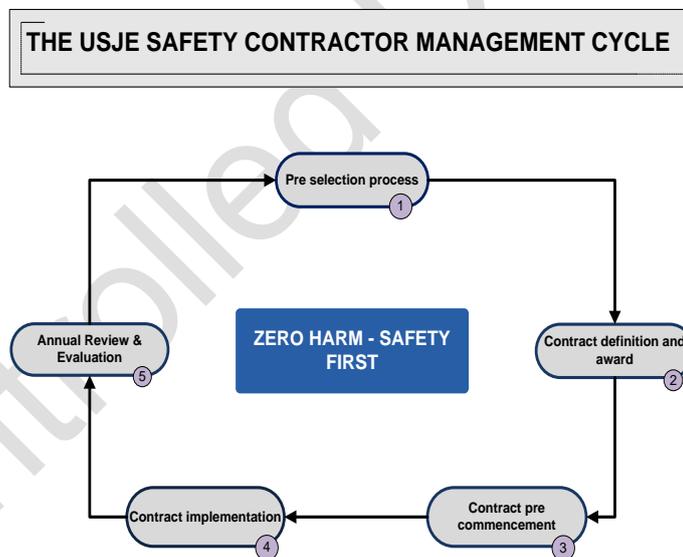


Figure 1 Process – Contractor Management Cycle

Each of these steps is described in detail in the respective Instruction. The sequence, relevant documents and activities pertaining to each step from the Contractor Management Process, are illustrated in the diagram of figure 2.



SAFETY CONTRACTOR MANAGEMENT PROCESS

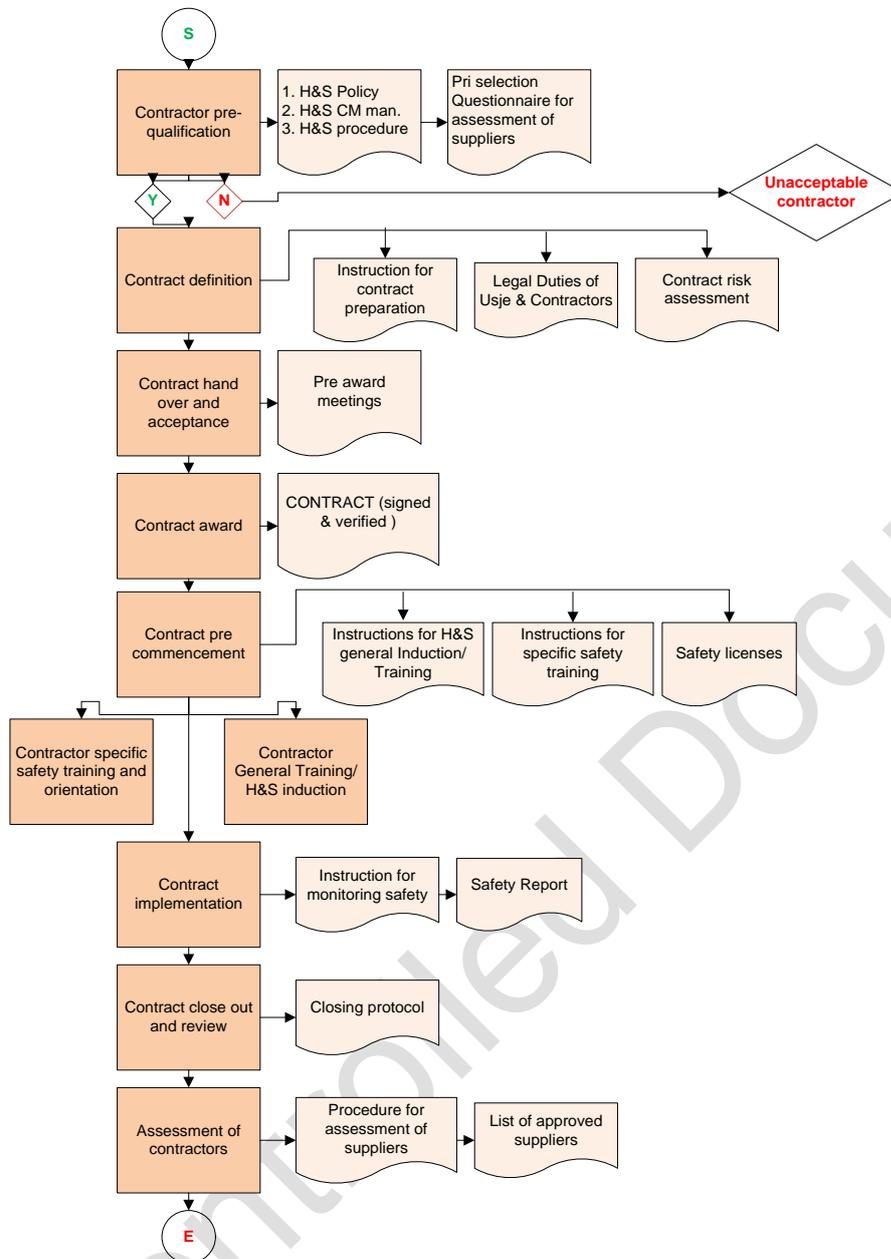


Figure 2 Contractor Management Process Diagram

6.1 Pre-Selection

All new Contractors engaged to perform work on our sites are to complete a pre-selection assessment for safety, health and environment management in conformity with the criteria stipulated in the pre-selection assessment form. In addition to this, they are to be induced and trained in compliance with the criteria and requirements of Usje Cement Factory. The Contractors that shall not meet the pre-selection assessment requirements shall not be included in the list of eligible suppliers to Usje Cement Factory. Hence, the Contractor's capacity to meet our requirements and objectives defined in the Occupational Health and

Safety Policy is assessed, and this Contractor Management Manual, the Contractor Management Procedure and Pre-Selection form (attached as an Appendix) are used for this purpose.

6.2 Agreement Definition

When entering into an agreement with the Contractors, Usje Cement Factory is obliged to consider the following elements: clear definition of the scope of work, agreement risk degree from the aspect of occupational health and safety as well as determination of plans and documentation requested from the bidders. The agreement risk degree shall be determined in compliance with the criteria defined in the Agreement Risk Assessment Manual (see the Annex).

In the agreement definition process the following key points must be included:

- Management devotion
- Occupational safety objectives and measures
- Definition of the requirements, roles and responsibilities

6.3 Agreement Delivery and Acceptance

The agreement delivery and acceptance by the Contractors of Usje Cement Factory implies warranty that Contractors have duly comprehended the occupational health and safety requirements defined by Usje Cement Factory.

6.4 Agreement Effectiveness

The Agreements of Usje Cement Factory with the Contractors come into force at the time of their signing and verification by the Persons in Charge from both contractual parties.

6.5 Agreement Induction

Prior to commencing work all Contractors are required to have an induction into the Company and onto the worksite. Upon completion of the induction and the necessary trainings under point 6.6, they shall be given work permits by the Persons in Charge from Usje Cement Factory, so that they may commence with the contractual activities. Inductions will be repeated each time a Contractor or a Subcontractor

- enters a new worksite to execute new work activities
- executes a high risk assessed agreement

6.6 Contractor Training

Principals of Usje's regular Contractors are required to undertake the following trainings:

- Induction training into occupational health and safety, which includes all Contractor's employees
- Specific training for completion of the contractual works, which may apply only to the Principals or to all employees depending on the Agreement.

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Principals completing this training will be required to ensure that all of their staff, regardless of the fact whether they have completed the training organized by Usje, understand and adhere to Usje's standards and rules applicable at each worksite.

6.7 Agreement Implementation

In the course of the agreement implementation phase the Contractors are obliged to fully implement the occupational health and safety contractual obligations. The Company considers the following as key elements for successful implementation of the Agreement:

- Study and/or Safe Work Plan
- Appointment of a Person in Charge and a Person in Charge of Occupational Health and Safety
- Training of staff aimed at occupational health and safety
- Provision and use of all necessary personal protective means
- Safety meetings prior to commencing any activities during the working day
- Audits at the worksite
- Contractor and their Subcontractor's safe attitude and behaviour
- Undertaking preventive and corrective measures aimed at enhancement of occupational safety
- Reporting of all safety-related incidents in compliance with the Procedure of Usje Cement Factory (Incident Investigation Procedure), attached hereto

6.7.1 Imposition of Penalty Measures

Penalty measures shall be imposed for any established unsafe behaviour of the external Contractors in the course of Agreement implementation. These penalty measures shall be implemented in compliance with the Progressive Disciplinary Matrix of Penalty Measures pertaining to companies, and not directly to the employees engaged by the Contractors.

6.1.8. Agreement Completion and Overview

Upon the completion of the contractual obligations arising from the high risk assessed agreements, an overview of the agreement implementation course is to be made.

In all other cases, Usje Cement Factory retains the right to sporadic overviews of the performance on site.

Upon the overview, minutes are to be drawn up which shall be used in the Contractor's annual evaluation procedure.

6.1.9. Contractor Evaluation

Contractor Evaluation is used as an annual review tool to ensure that the Contractor meets the requirements of Usje Cement Factory pertaining to safety, and stipulated in the course of the contract pre-selection and implementation phase.

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5. Legal Duties of Usje Cement Factory and Contractors

a. Legal Duties of Usje Cement Factory

In the capacity of a contentious employer, Usje Cement Factory shall undertake activities to ensure a high level of safety, health and wellbeing for the employees of Usje, the Contractors, as well as the other persons with authorized presence on the worksites of Usje Cement Factory.

b. Legal Duties of Contractors

In the execution of works, the Contractors shall adhere to the following requirements:

- General and specific regulations, technical measures and standards pertaining to occupational health and safety, labour relations, pension and disability insurance
- Policies, Procedures and Instructions of Usje Cement Factory

Under the Agreement, the Contractors must warrant that they are familiar with all the above requirements and the implications thereof for execution of the work (see point 6.1.3).

In the event of parallel work of several Contractors, they are to mutually appoint a Person in Charge of Occupational Health and Safety and coordinate their respective Safe Work Plans.

Any failure by the Contractor to comply with the requirements specified above shall be regarded as a breach of contract, i.e. a performance default. Such events of failure in the realization of one's contractual obligations shall result into a delay or total termination of the Agreement. For that purpose, Usje Cement Factory has a disciplinary procedure (in conformity with the Progressive Disciplinary Matrix enclosed hereto) which applies to Contractors and Subcontractors and the measures undertaken against them in the event of non-adherence to rules. Further, Usje Cement Factory is entitled to immediately suspend work to be performed by the Contractor at the Contractor's expense until any such failure has been rectified, and depending on the circumstances may permanently ban the Contractor, its employees and Subcontractors from a worksite.

The Contractor is expected to demonstrate high level of awareness and respect for the devotion of Usje to occupational safety and health and protection of the environment concerning any work it performs.

5. Other Contractor Responsibilities

Set out below are a number of responsibilities, rules and procedures applicable to a Contractor's work being performed on Usje Cement Factory sites.

5.1 Accidents and Incidents

The Contractor shall have an accident reporting system compatible with that of Usje Cement Factory. All accidents and incidents occurring on the sites of Usje Cement Factory

must be reported to the Person in Charge from Usje Cement Factory so that they are investigated and appropriate preventive and corrective measures are undertaken. Upon the investigation completion, the Contractor shall receive feedback.

Usje Cement Factory recognizes the following types of incidents:

- Near Hits
- A First Aid Case
- A Medical Treatment Case
- A Lost Time Injury
- An injury resulting in temporary diminished work performance
- Fatal Injury

It is paramount that these incidents are timely reported and described transparently so as to avoid their reoccurrence in the future or occurrence of more severe injuries in the same or similar circumstances.

In addition to this, the Contractors are responsible for providing first aid for their employees.

All investigations will be made by implementing the Incident Investigation Procedure of Usje Cement Factory.

5.2 Drugs, Alcohol and Non Prescription Drugs

No person shall enter a worksite if affected by alcohol, drugs or non prescription drugs. Persons suspected of being affected by either alcohol or drugs will be asked to leave the property of Usje Cement Factory immediately.

In order to determine whether a given person is under the influence of alcohol, Usje Cement Factory retains the right to check the level of alcohol in the blood by using the alcohol test. The Contractor will ensure that at all times during the performance of the work its personnel comply with the Usje Alcohol and Drug Policy.

5.3 Children on Usje Worksites

No children under the age of 18 will be allowed on any operational worksites of Usje.

5.4 Confined Space Entry

All Contractors, Subcontractors and their employees are required to comply with the Usje Confined Space Entry Procedures and Instructions, which are an integral part of this Manual.

5.5. Evacuation and Rescue

Prior to commencing work, the Contractor's Person in Charge is to familiarize himself/herself and his/her employees with the Evacuation and Rescue Plan for the

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worksite as well as to establish communication with the Persons in Charge from Usje Cement Factory.

8.6 Entry to and Departure from Usje Sites

Entry to Usje sites follows a common theme throughout all business units within the Company. **These are as follow:**

Entry to Usje Sites:

- a. All Contractors, Subcontractors, their employees and visitors must sign in at the factory gate of Usje. Having checked in and having stated their purpose of entry to the Company, they receive a Contractor's or visitor's badge (unless they already have them) and an electronic entry card.
- b. Prior to commencing any work and immediately after they have entered the factory, the Contractors must establish contact with the Person in Charge.
- c. All Contractors and employees are restricted to their immediate work area. However, they may visit the warehouses for tools and materials, the canteen, toilets or the first aid station.
- d. The Contractors and their employees are required to take all practicable steps to make contact with the Person in Charge prior to their departure from the site.

Departure from Usje Sites:

- e. Prior to departing from the site, the Contractors and their employees must clear the site where they have worked. Provided that one part of the equipment must stay due to greater scope of work, then this equipment is to be labelled and adequately secured so as not to pose any threat on the site.
- f. The Contractors and their employees must sign out and leave their Contractor's or visitor's badge and contractor's or visitor's electronic card prior to exiting the site at the end of the working day.

8.7 Entry Levels onto Usje Sites

There are two levels of entry that can be gained for entry onto Usje worksites.

a. Fully Escorted Visitor/Contractor – This person has not been inducted onsite and must be under the full and constant supervision of a competent Usje employee. This person may not enter the company unless the Person in Charge has provided suitable escort from the main entrance (factory gate).

b. Unsupervised Visitor/Contractor – This person has been inducted/ briefed by a competent Usje employee on the general occupational health and safety rules, the necessary personal protective equipment, emergency plans pertaining to potential hazards of the area they are going to visit. These unsupervised persons may be: 1. Persons that are not allowed to complete any type of work onsite and 2. Persons that are allowed to complete work onsite, whose names have been previously been indicated by their respective employers, with whom Usje Cement Factory has concluded an Agreement.

8.8 Environment

Usje Cement Factory is committed to protecting the environment. The Contractors and their employees are obliged to help meet this commitment whilst on Usje sites. This includes any environmental effects, i.e. discharge to water, emissions, dust, waste, noise, handling of chemicals, etc. The Contractors must follow all instructions from the Person in Charge regarding the Usje environmental standards at each site. Prior to commencing any activity, all possible steps for preventing any pollution to the environment are to be considered. A copy of the Usje Environment Policy is an integral part of this Manual.

8.9 Equipment Lockout

All Contractors, Subcontractors and their employees are required to comply with the Usje lockout procedure, i.e. Safety during Interventions on Machines. All Contractors performing work requiring equipment lockout and isolation are required to be fully inducted on these procedures as part of their site induction process.

When working on installations under pressure and high temperature (compressed air, vapour, crude oil, pneumatic transport of materials, etc.) the Contractor is obliged to request lockout and security against pressure and temperature from the Person in Charge from Usje to an extent safe for performing work (Manual attached hereto).

8.10 Firearms

The Contractors, Subcontractors or their employees are strictly forbidden to carry firearms on the worksites of the company. As an exception, only authorized persons from the company in charge of property and persons' security may carry firearms in conformity with the legal regulations valid in the country.

8.11 Freighting Contractors

- The Safety Driving Instruction, which constitutes and Appendix to this Manual, must be adhered to.
- All drivers sign in at the factory gate of the Company and only the truck driver may enter.
- All waiting drivers to remain in their trucks until ready for loading or unloading.
- Personal protective equipment requirements for the site must be complied with at all times. This personal protective equipment must be suitable for the specific worksite and must be used at all times when the drivers leave the vehicle for the worksite.
- When being loaded or unloaded, drivers must be in full view of the forklift or loader operator and always on the side from which it is being loaded.
- Drivers must not ride on the forklift, any pallet or loader.
- All loads are to be securely tied down or pinned before moving out of the loading site.
- Failure to follow any of these conditions above will mean that you will not be loaded and a penalty procedure will be implemented.

- When being unloaded, the Person in Charge from Usje must be contacted and necessary measures are to be undertaken for preventing spillage of the material being transported beyond the foreseen location.

8.10 Hazard Communication

- The Person in Charge from Usje shall provide each Contractor with information pertaining to any known or potential hazards, such as fire, explosion or toxic releases that the Contractor or its employees may expect to encounter in performance of work.
- The Contractor shall provide all signs, posters, warning lights, barricades and other devices/equipment necessary for any special situations or temporary hazards created by the Contractor's work activity.
- The Contractor shall guard or place appropriate barricades around temporary openings in floor, temporary impairments to handrails, stairways or walkways. The existing machinery or equipment guards shall not be modified or altered. The Contractor shall at all times maintain any barricades in a condition that renders them effective.
- Contractors shall immediately notify the Person in Charge from Usje of any potential or inflicted damage to Usje property.

8.13 Fire Occurrence Hazards

In the course of their operations, the Contractors are obliged to identify and control the potential ignition sources, as well as to undertake preventive measures for prevention of fire occurrence.

Smoking is allowed only in the outdoor designated areas in compliance with the legal regulations, but under no circumstances in the fire-prone areas.

The Contractor shall duly secure, move and use the vessels (containers) containing compressed gas. In addition to this, the Contractor shall adhere to the legal regulation requirements pertaining to vessels (containers) under pressure and the instructions issued by Usje Cement Factory. The vessels (containers) that are not in use shall be closed and secured against fall and collision.

Detailed familiarization with the hazards relating to occurrence of fire, provision of measures and fire-fighting protection equipment and presence of a qualified person with respect to fire protection and Work Permit in compliance with the Instruction for *Fire-Fighting when Working with Methods that Cause High Temperatures and Tools that Cause Arcing* are required when performing activities at boiler facilities, crude oil storage facility, crude oil tanks and installations, petcoke storage and equipment.

8.14 Load Lifting and Moving Hazards

- The Contractors shall not attach or apply any physical load or strain on any existing structure without prior review and approval from the Usje Person in Charge. No existing guy wire or anchor may be disturbed or used without permission granted by the company's Person in Charge.
- Contractor suspended loads shall be secured from swinging.
- When it is necessary for a Contractor to operate cranes or lifting operations in the vicinity of energized electrical lines, the Contractor shall review the hazards and precautions with the Person in Charge from Usje to determine whether these electrical lines can be de-energized. If the lines are to remain energized, the Contractor shall perform the works at a distance of minimum 4 meters or more (applicable only for high voltage). The Contractors are obliged to install suitable guards to prevent an electrical arc or accidental circuit condition for shorter distances.
- Permit for working at heights must be obtained in order to execute any works at heights.

8.15 Excavation Hazards

All excavations made by the Contractor, which are open, shall be adequately protected to prevent sloughing of earth, by shoring, sloping or other accepted engineering practices and shall be protected against personnel and/or machinery from slipping or falling into excavation. The other excavations shall be covered or otherwise protected for the purpose of protecting the personnel or machinery against falling.

8.16 Hazardous Substances, Use and Disposal

The use, storage and disposal of hazardous substances must be in compliance with the legal regulations and the manufacturers' recommendations indicated in the respective MSDS (Material Safety Data Sheet). Prior to commencing any of the aforementioned activities, the information or instructions indicated in the MSDS are to be communicated with the Persons in Charge from Usje and properly understood by the Contractors.

8.17 Housekeeping

The Contractor and its employees must keep work areas suitably clean so that no hazards are created.

For the purpose of safeguarding health, and in the context of the aforementioned, the Company does not allow consumption of food within its premises, the factory canteen being an exception.

Upon completion of the job, the Contractor must clean up the worksite and dispose of any rubbish to the designated places in or out of the factory.

The Contractor and its employees are to behave contentiously and adhere to the established high level of orderliness concerning the premises, sanitary facilities and outdoor areas within the factory.

8.18 Personal Protective Equipment Requirements

Usje Cement Factory has prescribed rules for use of suitable personal protective equipment. This means that all Contractors, employees and visitors must wear the required personal protective equipment for the particular site in compliance with the personal protective equipment procedures and instructions.

8.19 Use of Canteen

The Contractors may come to an agreement with the independent company that manages the canteen to use the canteen (located within the factory) or use the canteen by bringing their own food.

8.20 Trainings and Key Employees

- Any Contractor supplying a workforce of 10 to 29 people to the site must supply a site supervisor and a nominated person as the safety officer (may be the same person). Any Contractor supplying a workforce of more than 30 people to the site must supply a site supervisor and a dedicated safety officer. The safety officer shall not be the supervisor. The duties and responsibilities of the site supervisor are outlined in the Annex attached hereto.
- When asked to do so by Usje Cement Factory, the Contractor's employees and their Subcontractors shall demonstrate their ability and skills relevant to their qualifications.
 - The Contractor shall submit details of its supervisors in key positions and other key people that Usje Cement Factory is to approve (training, passed exams, authorizations, etc.)
 - At its own expense, the Contractor shall ensure that all its employees and Subcontractor's employees have undergone all necessary safe operation trainings as well as the job related training required by law.
 - If necessary, the Contractor's and Subcontractor's employees shall participate in any additional training, which may be provided by Usje Cement Factory.
- Usje Cement Factory may refuse access to its worksite to any Contractor's or Subcontractor's employees, who, in its opinion, do not comply with Usje standards for safe and good workmanship owing to lack of skill, attitude or insufficient training or experience.

8.21 Special Work Permits

The Contractor shall not perform any of the following jobs without the specific permission of the Usje Person in Charge for each operation and in conformity with the Instruction attached hereto:

- Make repairs or changes to existing equipment
- Compulsory lockout of the energized equipment in conformity with the respective Instruction for Safety during Machine Interventions
- Working at heights
- Enter any closed vessel, tank, container, pit, excavations or other confined space
- Using scaffoldings
- Working with methods that cause high temperatures (welding, cutting, grinding, burning, etc.)
- Working in crane operating halls
- Operate any valve, switch or instrument control device
- Connect onto existing pipelines or equipment under pressure
- Working in transformer stations
- Working with high voltage equipment
- Connect onto existing electrical system or electrically operated equipment
- Use company pipelines, electrical conduits, handrails or structures as supports for loads, ladders or scaffolds
- Operate cranes near electrical lines
- Operate electrical equipment without grounding
- Move suspended loads without securing load to prevent swinging
- Operating equipment/ mechanization owned by the Company
- Works that involve radioactivity and radiation
- Working with hazardous substances
- Trenching and excavation
- Use of explosives

8.22 Safety Meetings

The Contractor shall be responsible for maintaining and enhancing the safety awareness of its employees and Subcontractor's personnel, as well as participating as appropriate in safety meetings held by Usje Cement Factory and its other Contractors. In addition to this, the Contractor shall organize regular meetings with its employees for the purpose of analyzing issues from the occupational health and safety field.

8.23 Tools and Equipment

The Contractor must provide and use its own tools and equipment. They must be in such condition to comply with the relevant legal regulations, to be accompanied by respective operational certificates and an approval for use (if applicable) and in conformity with the standards of Usje Cement Factory.

The Company may inspect the Contractor's tools and equipment, prohibiting the use of any equipment that in the inspector's opinion does not meet the required standards and is not safe for work.

The Contractor can only use the company's tools if permission has been sought and given by the responsible people from Usje Cement Factory.

The Contractor must keep its own tools and equipment secure. If tools and equipment must be stored onsite at the end of the day, Usje Cement Factory accepts no responsibility for their security.

8.24 Vehicles

The movement of freight vehicles, mechanization and light vehicles within the Company will be in compliance with the Safety Driving Procedure, attached as an Appendix to this Manual.

8.25 Work Orders

The Contractor may not execute any work activity without an (purchase) order from the respective department within Usje Cement Factory.

9. Communication

The communication with Usje Cement Factory with reference to occupational health and safety is established through the Occupational Health and Safety Department.