

Health and Safety Requirements and Environment Requirements | Suppliers category

HOLCIM Belgium



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1. General framework

At HOLCIM Belgium, we consider health, safety and the environment at work to be an important and fundamental value. Our priority is to ensure that our activities are carried out in good health and safety conditions in order to guarantee the safety of our employees, suppliers, customers and all our partners.

As a supplier, you have a vital role to play in maintaining and strengthening this commitment.

This document describes HOLCIM Belgium's general requirements regarding health and safety at work for its suppliers, which they undertake to comply with when working for HOLCIM Belgium.

The Supplier is required to strictly comply with Belgian legislation in terms of health, safety and well-being at work. Where HOLCIM's requirements are more restrictive than the law, the supplier must apply HOLCIM's rules. The term "Suppliers" refers to any external entity (physical or legal person) that supplies HOLCIM Belgium with goods, services, materials or equipment, regardless of their nature or contractual form.

2. HOLCIM Health, Safety and Environment Policy and Rules

The Health & Safety Policy and Rules express management's expectations and commitment to occupational health and safety and the environment, providing clear and visible guidance. HOLCIM has established eight HSE rules that must be observed at all times (applicable to HOLCIM employees and suppliers) at all its sites and in all its activities. These rules are:

- 1) Report all incidents within 24 hours.
- 2) Use mandatory and specific personal protective equipment depending on the task to be performed.
- 3) Obtain and comply with work permits for working at height, hot work, working in confined spaces, lifting loads and isolating energy sources. Always lock, tag and test.
- 4) Comply with environmental requirements and operational limits.
- 5) Do not bypass or disable safety equipment or critical controls.
- 6) Do not work without machine guards. Do not stand or walk under suspended loads and do not enter exclusion zones.
- 7) Do not drive without a seatbelt, do not use your mobile phone, do not exceed speed limits and driving times.
- 8) Do not work under the influence of drugs or alcohol.

Compliance with these rules is a condition of employment and work at HOLCIM.

3. HOLCIM Health, Safety and Environment Management

Our operational model for health, safety and environmental management consists of providing a structured model aimed at preventing any risk of injury or accident causing personal or material damage or occupational illness.

This model is based on three principles:

- Risk control.
- Commitment.
- Continuous improvement.

3.1. Risk control

Risks are present in any activity or operation. These must be managed through the "risk control hierarchy" process (elimination, substitution, technical measures, administrative measures and personal protective equipment).

The main risks associated with the activities carried out on our sites:

- Mobile equipment and traffic.
- Working at height.
- Working in confined spaces.
- Energy risks.
- Hot work.
- Electrical hazards.
- Risks related to the working environment (dust, noise, vibration, chemicals, etc.).
- Moving machinery.
- Lifting and carrying loads.
- Manual handling and ergonomics.

In addition to these risks, there are other risks specific to certain sites and activities, such as:

- Quarry operations.
- Exposure to hot materials (+150°C)
- Explosive atmospheres (ATEX).
- Road safety.
- Concrete pumping, etc.

Before starting any activity or operation, a risk analysis is mandatory:

- Identify risks.
- Identify control and monitoring actions according to the control hierarchy.
- Implement control measures.
- Communicate risks and control and mitigation measures to stakeholders.
- Regularly verify that risks are properly controlled.

3.2. Commitment

Build a genuine HSE culture through individual and collective commitment and accountability. This commitment must be translated into concrete actions:

- Comply with health and safety rules, do not put yourself or others in danger.
- Prioritize the health and safety of staff in all decisions and actions.
- Act in an exemplary manner.
- Participate in various programmes and initiatives.
- Correcting risky situations and behaviour.

3.3. Continuous improvement

Continuous improvement through:

- Analysis and processing of discrepancies and observations.
- Improvement of working methods.
- Analysis of incidents and accidents.
- Implementation of continuous improvement action plans.

4. Reporting of health, safety and environmental incidents

Any incident or accident occurring on HOLCIM Belgium sites or on the road while transporting products on behalf of HOLCIM Belgium must be reported immediately to HOLCIM.

Suppliers and subcontractors operating on HOLCIM sites and in HOLCIM activities, or carriers chartered by HOLCIM Belgium, must comply with HOLCIM Belgium's rules for reporting incidents and accidents.

4.1. Health & Safety incidents

- Accident resulting in time off work.
- Accident without time off work with adapted workstation: in this case, the supplier must be able to offer an adapted workstation to the injured person after consulting an occupational physician.
- Injuries and first aid.
- Near misses.
- Material incidents.

4.2. Environmental incidents

- Spillage of hazardous materials or products
- Soil, water and air pollution.
- Water leaks
- Dust emissions.

These incidents must be reported immediately and before leaving the HOLCIM site, either to the contact person or to the site's prevention advisor.

The supplier or subcontractor is required to participate in the investigation conducted by the HOLCIM Belgium team at the site concerned and must participate in the implementation of the action plan.

5. Supplier management process

HOLCIM Belgium regularly uses suppliers (suppliers of goods, subcontractors, transporters, etc.) to obtain specialized products and services to support its operations.

Services may vary in scope, complexity and associated risks.

At HOLCIM, the principles of sustainable development are an integral part of our business strategy. Our approach to sustainable development therefore includes the way we work with our suppliers. We aim to develop long-term relationships with suppliers who are committed to sustainable development and who demonstrate responsible supply chain management and corporate social responsibility.

As part of HOLCIM Belgium's sustainability strategy, we are committed to ensuring that the suppliers we work with comply with local regulations and the HOLCIM Group's guidelines, which are summarised in this document. These requirements concern:

- Occupational health and safety;
- Fair business practices and compliance with Group rules (anti-corruption and fair competition laws);
- Environmental management;
- Corporate social responsibility and human rights at work.

To ensure that all suppliers meet these requirements, HOLCIM Belgium has implemented a supplier management process beginning with pre-qualification, assessment of risk management with regard to health and safety, corporate social responsibility, fair business practices and compliance with Group guidelines (anti-corruption and fair competition laws), as well as environmental practices in their supply chain.

HOLCIM will monitor suppliers' compliance with these requirements.

5.1. Supplier pre-selection and qualification process

The supplier pre-qualification process includes preliminary assessments of suppliers on various aspects, including:

- Supplier financial health
- Sustainability compliance: compliance with standards relating to health and safety, human rights at work, the environment and various guidelines and HOLCIM's Supplier Code of Conduct.
- Technical qualification of the product/service.

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Prequalification questionnaires (sustainable development, health & safety), depending on the supplier category, are sent by HOLCIM Belgium to the supplier. These questionnaires are completed by the supplier and sent to HOLCIM Belgium with all the associated documents.

In addition to evaluating the questionnaires, HOLCIM Belgium may conduct audits of suppliers who are required to carry out high-risk activities, such as quarrying, working at height, working in confined spaces, etc.

5.2. Technical specifications and specifications

All health, safety and environmental requirements in this document must be complied with by suppliers and subcontractors. Other specific requirements may be added to the specifications by HOLCIM Belgium depending on the risks associated with the service.

The supplier may always request additional information or visit the sites concerned to ensure that all health and safety requirements have been properly understood and incorporated into the quotations.

When preparing the quotation, the supplier must confirm in writing that they have read and will comply with HOLCIM Belgium's health and safety requirements.

5.3. Induction and specific health and safety plan

Before the start of the service, the subcontractor/supplier must provide HOLCIM Belgium with a specific health and safety plan (PSS). This plan must describe the working methods, risks, control measures, and human and technical resources.

Upon arrival at the site, the service provider must provide site managers with all the documents required in the health and safety plan, namely:

- List of personnel (surname, first name, qualifications, proof of training and certification, etc.).
- Safety One certificate completed by each person.
- List of equipment with their certificates of compliance.
- List of tools with their certificates of compliance.

Upon access to the site, HOLCIM may – without obligation on its part and without prejudice to the supplier's obligation to comply with its HSE obligations under this policy – verify all such documents and may verify the qualifications of the supplier's/subcontractor's personnel. If this is the case and if deemed necessary, HOLCIM may conduct additional health and safety induction training to communicate risks specific to the sites or related to certain critical activities.

Any misrepresentation may result in a ban on access to all our sites.

5.4. Performance of the service

Throughout the period of service provision, the supplier/subcontractor is required to comply with all HOLCIM Belgium health and safety requirements as well as legal requirements. To this end, the supplier must put in place the necessary organisation and supervision to:

- Ensure that its employees comply with health and safety rules at all times.
- Ensure that a contact person can communicate in the language of the HOLCIM Belgium site where the service is being provided.
- Ensure that employees are constantly aware of the risks associated with the activities.
- Carry out the work in accordance with technical specifications and health and safety requirements.
- Stop any work or behaviour that poses a risk.
- Report any anomalies, dangerous situations or dangerous acts to HOLCIM Belgium representatives.

- Keep the premises and work areas clean and tidy.
- Ensure that the tools and equipment used on site comply with regulations.

In the event of major deviations during the performance of the service or serious breaches of HSE rules, if HOLCIM Belgium becomes aware of this, it reserves the right to suspend or terminate the work if the supplier fails to implement the necessary corrective and control measures.

5.5. Audit and evaluation

As part of the continuous improvement of its activities and suppliers, HOLCIM Belgium may carry out (at its request) assessments and audits of suppliers either after the end of operations for spot operations or annually for long-term contracts.

If applicable, HOLCIM Belgium will communicate the results of the audits to the supplier, who is required to draw up an action plan and communicate it to the customer.

6. Supplier responsibilities in terms of HSE

6.1. General requirements

The supplier shall:

- Comply with Belgian HSE laws and regulations
- Comply with all HOLCIM Belgium HSE policies and procedures
- Ensure that its employees are informed of and comply with all HOLCIM Belgium requirements
- Ensure that regulatory or customer-required medical examinations are carried out.
- Ensure that its employees have the necessary training, qualifications and skills to do the job safely, and be able to provide evidence of competence at the customer's request;
- Provide tools, equipment and protective devices in good condition and maintain them so that employees can work safely.
- Provide certificates of legal inspections for mobile equipment, tools and materials used on HOLCIM sites.
- Take full responsibility for the actions of its employees.
- Ensure that employees do not endanger their own lives or those of others through their working methods.
- Provide, upon request, any information that enables HOLCIM to carry out its activities in a safe and secure manner, including, but not limited to, reports, data, safety data sheets, operating procedures, etc.;
- Cooperate fully with HOLCIM to create and maintain a culture of safety in the workplace.

6.2. Leadership and commitment of supplier managers

The supplier's executives and managers must demonstrate their involvement and commitment to the HSE approach by :

- Compliance with legal and contractual requirements
- Providing the human and material resources necessary for the smooth running of operations
- Conducting visits and audits to ensure compliance with contractual HSE rules. These audits must be organised in collaboration with HOLCIM managers or HSE representatives to ensure proper organisation and receipt/analysis of results.
- Active participation in HSE communication activities (meetings, activities, HSE awareness campaigns organised by HOLCIM Belgium)
- Active participation in the implementation of agreed actions

6.3. HSE organisation and coordination

The supplier must put in place the necessary organisation and supervision to ensure that health and safety requirements are applied. The supplier must appoint a safety coordinator to be present on site for teams of 20 or more people, with a minimum ratio of 1/40, and for any high-risk project or operation. The safety coordinator must have the appropriate certifications and skills in occupational health, safety and well-being and must have the authority and leadership necessary to carry out their duties.

6.4. Subcontracting of activities

The supplier may not subcontract any part of the services without the prior written authorisation of HOLCIM Belgium. This authorisation, when granted, does not release the supplier from any of its obligations:

- All requirements applicable to suppliers also apply to their subcontractors.
- The supplier shall remain liable both to the Customer and to its subcontractors.
- The supplier shall remain liable for any action, deficiency or negligence on the part of subcontractors and their agents, employees or workers as if such actions, deficiencies or negligence were those of the supplier itself or its own personnel.

The transfer of all of the supplier's services to one or more subcontractors is prohibited.

7. Personal protective equipment (PPE)

7.1. Provision of personal protective equipment

The supplier shall provide its personnel with the PPE necessary to carry out their activities and shall ensure that the PPE is of good quality, compliant and well maintained.

PPE must be:

- Compliant with regulatory requirements and HOLCIM Belgium requirements.
- Comfortable for users and suitable for the industrial environment (temperature, dust, grease, etc.).
- Made from materials that do not contain substances likely to have harmful effects on the user's health, given that PPE may come into direct contact with the skin and cause irritation, allergies, eczema, etc.
- Hygienic and easy to maintain.

The supplier must replace any non-compliant or damaged PPE.

7.2. Minimum mandatory PPE

Before accessing HOLCIM Belgium sites, the supplier must provide its employees with all the minimum personal protective equipment necessary to carry out the work.

The minimum personal protective equipment that must be worn on HOLCIM sites is:

- **Minimum class 2 high-visibility clothing:** Covers the entire body and has fluorescent strips on both arms, both legs, the chest and back. The high-visibility part of the clothing must be bright orange, green or yellow. Work clothes must bear the supplier's logo.
- **Safety footwear:** S3 high safety footwear with toe caps and insulating, heat-resistant soles, shockproof, slip-resistant and puncture-resistant.
- **Safety helmet:** The helmet is designed so that the energy generated during an impact is absorbed by the partial destruction of the shell and harness.

Helmets must comply with standards appropriate for the industrial environment.
In windy areas or when working at height, wearing a chin strap is mandatory.

- **Safety glasses:** protection against dust projections. Glasses must be scratch-resistant and anti-fog.

The supplier must have sufficient stock to ensure that PPE can be replaced in the event of damage.

7.3. Specific PPE

Depending on the nature of the work and in addition to the minimum mandatory PPE, other specific PPE becomes mandatory (non-exhaustive list, see work authorisation):

- **Gloves:** Gloves must be suitable for the risks and nature of the work. Example:
 - ✓ Leather gloves for precision mechanics: abrasion resistance, cut resistance (slicing), tear resistance and puncture resistance.
 - ✓ Gloves for chemicals: gloves 45 cm long: resistant to penetration for handling chemicals (grease, used oil, acids, fuel, diesel, grinding additives, ethylene glycol, various acids, ammonia, aluminium sulphates, citric acid, etc.).
 - ✓ Heat-resistant gloves: Aluminised Kevlar fabric back for resistance to heat, radiation and hot material splashes.
- **Dust masks:** Supplier personnel working in dusty environments must be provided with disposable or cartridge dust masks. Masks must be at least FFP2 type. In areas where there is a risk of gas emissions, suitable masks must be used. The supplier's personnel must be trained and made aware of the use and maintenance of masks on an ongoing basis.
- **Hearing protection:** The supplier must provide its personnel with the necessary hearing protection (earmuffs or earplugs) to be used in areas where hearing protection is mandatory. The supplier's personnel must be trained and made aware of the use and maintenance of hearing protection systems.
- **Safety harnesses:** appropriate for the task and fall factor (double lanyard with shock absorber, anti-trauma strap, etc.).
- **Safety goggles:** For cutting work.
- **Life jackets:** For work near water.
- **Chemical suits:** when working on hazardous chemical pipes.
- **Welding work:** Face shield, welding suit protecting the body (gaiters, apron, sleeves, gloves, etc.).
- **Electrical work:** Arc flash clothing for work on electrical cabinets;

8. Emergency plan

All HOLCIM Belgium sites have an emergency plan that is activated in the event of an incident, accident or disaster.

In the event of an emergency, the main concern is the health and safety of everyone on site. In such a case, you must:

1. Cease all activities and secure the workplace as much as possible (turn off/unplug tools, etc.)
2. Alert the site emergency number, a first-aid responder or a member of HOLCIM Belgium staff.
3. Go calmly to the designated assembly point.

4. Participate in the headcount
5. Wait for instructions from the emergency management teams.

9. Maintenance of premises and changing rooms

Maintenance of the premises is a critical factor that accurately predicts performance, not only in terms of health and safety, but also in terms of production. Good maintenance of the premises increases efficiency, improves morale, reduces the risk of injury and reflects positively on the community.

Rules to be followed by the supplier to maintain the premises in good hygienic conditions:

- Keep work areas clean and tidy to minimise slips, trips and falls;
- Keep passageways, traffic routes and emergency exits free of debris;
- No materials should be left on steps, walkways, ramps, or platforms.
- Clean up spills immediately and inform HOLCIM;
- Dispose of waste properly and in a timely manner;
- Store tools and equipment properly.
- Provide staff with the necessary hygiene products (soap, toilet paper, etc.).

10. Risk analysis and control (work authorisation)

The supplier must carry out a risk analysis of the task or activity with the HOLCIM Belgium representative. No work may be carried out on site without a formal work permit applicable to HOLCIM Belgium sites.

Risk control measures must comply with the risk control hierarchy, namely: elimination, substitution, technical measures, administrative measures and personal protective equipment.

All risks and control measures must be identified by the supplier and communicated to HOLCIM so that it can be indicated on the work permit (WP). The supplier's supervisor must communicate the risks and control measures to their employees and ensure that they have fully understood the risks and are applying the control measures.

When identifying and communicating risks, the supplier must pay particular attention to critical risks that could cause a fatal or serious accident.

Their work must be continuously supervised (by a competent and qualified supervisor) and must be carried out by competent, trained and qualified personnel.

In addition to risk analysis, certain tasks require the issuance of work permits by a HOLCIM work permit issuer. All personnel must sign the permit to acknowledge that they have read and understood it.

List of permits: working at height, confined spaces, energy insulation, fire permits, excavation permits

11. Traffic near material storage piles and quarry faces

Active or inactive working faces and material stockpiles can pose a hazard due to sudden collapse or rockfall of unstable or overhanging material.

Therefore, the following rules must be observed:

- It is **strictly forbidden** to climb/walk on the berms of terraces, ramps and material stocks;
- Pedestrians must not approach or walk near **active fronts** or material stocks without authorisation.
- Do not park vehicles next to berms or raw material stocks.
- The doors of raw material supply trucks should preferably be pneumatically or hydraulically operated to avoid drivers having to get out of their trucks and exposing themselves to traffic hazards and the risk of stock collapsing.

12. Safety of mobile equipment

Traffic within our sites presents high risks given the number of vehicles present on our sites and our activities.

To manage these risks effectively, HOLCIM Belgium has implemented strict rules and procedures relating to traffic and the use of machinery:

12.1. Traffic rules and plan

Each site has its own traffic rules and plan. The rules and traffic plan must be respected by the supplier and its employees.

Vehicle traffic within the sites is strictly limited and must be authorised by a HOLCIM Belgium manager at the site concerned.

- a) **Wearing seat belts:** Drivers and passengers of any vehicle or mobile equipment must wear their seat belts when travelling within the HOLCIM Belgium site and on the road.
- b) **It is strictly forbidden to use a mobile phone** while driving a vehicle or machine, or while walking in an area where machines are in operation.
- c) **Speed limits:** The supplier and its employees must comply with the speed limits posted on HOLCIM Belgium sites.
- d) **Visibility:** Mobile equipment has many blind spots. It is extremely important that pedestrians stay away from areas where machinery is in use.
- e) **Parking:** Vehicles may only be parked in the designated areas.

12.2. Compliance of machinery and vehicles

All machinery (trucks, loaders, cranes, forklifts, etc.) that is used to travel and work on HOLCIM Belgium sites must be compliant, inspected by approved organisations and in good condition. When accessing the HOLCIM Belgium site, the supplier must present all documents relating to their machinery (insurance, certificates of compliance, etc.).

A check may be carried out by a HOLCIM representative upon access to the site to ensure that the machinery complies with regulations. Throughout the service period, the supplier's drivers must carry out a daily check or a check before use of the machinery used on site. Any machinery that does not comply with regulations must be stopped and reported to HOLCIM.

Mobile equipment (trucks, loaders, bulldozers, excavators, cranes, etc.) must be equipped with the following safety devices:

- A 105 dB audible reversing alarm positioned at the rear of the machine: the reversing alarm is used to warn people that the machine is in reverse mode. For the safety of persons, the reversing alarm must function properly at all times and must not be muted or disconnected.
- All trucks and heavy machinery (excavators, loaders, drills, bulldozers, etc.) must be equipped with three-point seat belts certified by the original manufacturer of the vehicle.
- Rotating beacon.
- Lighting.
- Fire extinguisher in good working order and regularly maintained;
- ROPS cab for machinery and trucks operating in quarries and exposed to the risk of overturning.
- FOPS cab for machinery exposed to the risk of falling rocks (machinery operating in quarries, etc.).

12.3. Machinery maintenance

The supplier shall :

- Keep its machinery in good working order at all times. To this end, it must implement a preventive maintenance schedule (checking the proper functioning of safety devices, brakes, oil changes, oil leaks, tyre condition, etc.).

- Record and keep up to date a log of all maintenance operations carried out on the machinery.
- Have maintenance operations carried out by competent and qualified persons, in compliance with HSE rules relating to maintenance work (use of platforms for work at height, isolation and lockout of all energy sources, compliance with welding, handling and lifting rules, etc.).
- Use protective cages to prevent accidents in the event of a tyre explosion during inflation.
- Carry out a technical and regulatory inspection of all equipment and provide supporting documents at the request of HOLCIM Belgium.

12.4. Authorisation and training

Machinery operators must be trained and certified.

When accessing the HOLCIM Belgium site, the supplier must present the following documents:

- Training certificate from a competent body.
- Certificate of physical fitness to drive machinery issued by an occupational physician.
- Driving licence and professional licence for machinery used on public roads.
- A certificate signed and stamped by the supplier certifying that the person is authorised to drive the type of vehicle. This certificate must contain the person's name, the number of years of experience driving the vehicle and the training courses taken by the person.

When accessing HOLCIM Belgium sites, machine operators will be made aware of the rules and traffic plan for the site concerned. HOLCIM Belgium reserves the right to assess machine operators to verify their level of safe driving skills – without

this constituting an obligation on its part and without prejudice to the supplier's obligation to comply with its HSE obligations under this policy..

For off-site transport drivers, drivers must have all the training required by Code 95.

13. Safety of moving machinery

13.1. Working on/near moving machinery

Working on or near moving machinery presents a risk of entanglement and can therefore result in serious or even fatal injuries.

It is strictly forbidden to approach or perform any operation (maintenance, cleaning, adjustment, etc.) on a moving machine without lockout, guarding and authorisation.

Before working on a moving machine, the following measures must be taken:

- Ensure that the rotating machine is protected or locked out
- Each operator must be equipped with a green single-key padlock with a tag.
- Ensure that operations are carried out by qualified personnel.
- Ensure that the operation is monitored at all times.

It is strictly forbidden to:

- Remove a machine guard without it being locked out.
- Cut or open another person's padlock.
- Cut your own padlock without the consent of a HOLCIM representative.
- Work on equipment without it being isolated and locked out by a HOLCIM lockout officer.

13.2. Protection and safety of moving machinery

Any moving machine or component designed or manufactured by a supplier must comply with machine safety criteria:

- All moving parts must be properly protected to prevent contact with people.
- Protective devices must be rigid and secured by a system that requires a tool for removal.
- Machines must be equipped with all safety devices (emergency stop, lockout device, visible cut-off switch with start and stop buttons, etc.).

These devices must be validated by a HOLCIM Belgium representative during the design phase.

14. Working at height

14.1. Definition of working at height and risk management

The requirements for working at height apply to any task where the worker is **1.8 m** or more above the ground. Working next to a trench deeper than 1.8 metres is also considered working at height. Working at height must be subject to a **detailed work authorisation and a work at height permit**.

Only HOLCIM permit issuers are authorised to issue a work permit for working at height.

Before starting a work at height operation, the supplier's supervisor must participate in a risk analysis via the work permit, in collaboration with the HOLCIM Belgium works manager.

14.2. Fall protection systems

Fall arrest: Personal fall protection system that "stops" the worker's fall or prevents them from hitting the ground. Fall arrest systems include a well-fitted full body harness with a **shock-absorbing** lanyard or a self-retracting lanyard (SRL) attached to the D-ring on the back of the harness. The other end of the cord or rope must be attached to an approved anchor point. Permanent anchorage points must have a load rating of 2268 kg (5000 lb) per worker restrained.

Fall protection: Personal fall protection system designed to prevent workers from getting too close to exposed edges or openings and falling. Fall protection systems consist of a well-fitted full body harness with a safety rope of a **specified length** attached to the D-ring on the back of the harness. The other end of the cord or rope is attached to an approved anchorage point. All anchorage points must have a load rating of at least 22 kN per worker retained.

Inspection

All of the above-mentioned protective equipment must be inspected before each use. Defective equipment must be removed immediately and destroyed.

14.3. Emergency rescue plan

Before undertaking any work at height, an **emergency rescue plan must be developed** between the supervisor of the operation provider and the HOLCIM Belgium works manager. This emergency plan must then be communicated by their managers to all those involved.

Anyone working at height and equipped with a fall protection system must always be accompanied by another person who can raise the alarm in the event of an accident.

All necessary measures must be taken to ensure that the alarm and rescue can be activated quickly.

Safety harnesses must be equipped with anti-shock straps that can be activated by the victim in the event of a fall. This system helps to alleviate the negative effects of prolonged suspension in a harness.

14.4. Means of intervention

14.4.1. Ladders

- A ladder is a **means of access** for working at height or used for very short periods of work (**max. 30 minutes**) with authorisation.
- The ladder must have a maximum "extended" length of 6 metres.
- To avoid the risk of slipping, the ladder must either be secured for long-term use or held in place by a colleague for short-term work.
- The ladder must extend at least 1 metre beyond the landing point.
- Ladders for electrical work must be insulated.
- Ladders must be checked, tagged and in good condition before each use.
- Always maintain 3 points of contact.
- Always store ladders after use.

14.4.2. Scaffolding

Scaffolding is a work equipment consisting of elements assembled temporarily to form work platforms at height, providing access to these work stations and enabling the transport of products and materials necessary for the work to be carried out.

The following rules must be observed when assembling and using scaffolding:

- The assembly and dismantling of scaffolding must be carried out and supervised by competent, trained and authorised persons.
- Scaffolding must be designed using compliant components that are resistant to loads.
- Only compliant scaffolding with calculation notes may be used.
- The use of personal fall protection systems is mandatory during the assembly and dismantling of scaffolding.
- Inspection by an authorised person before first use and after any modification, and at least once a week.
- Label at access points. No access is permitted unless the "**compliant**" label is signed and displayed. The inspection label must be permanently affixed.
- Barriers and warning signs must be permanently in place in the work area.
- Persons working on scaffolding must be trained and physically fit to work at height.
- The scaffolding must never be overloaded.
- The scaffolding must be dismantled after use and the components must be stored in a clean and secure place to prevent damage.
- Any scaffolding components that are non-compliant, deformed or corroded must be removed from the site.
- All scaffolding must be dismantled when no longer in use.

14.4.3. Harnesses

There are two types of harness:

-Suspension harnesses, used for rope access work. They consist of three connectors: a dorsal and sternal connector to prevent falls, and a ventral connector for suspension. Only those with a rope access qualification may use this model.

-Restraint harnesses, generally used in aerial work platforms, roof work, etc. They consist of at least one back fall arrest point, and sometimes a front fall arrest point.

The harness must be:

- Used by trained personnel.
- Inspected once a year by an approved body, at least once every three months by a competent person, and must be inspected by the user before each use (visual check). Any non-compliant harness must be destroyed immediately.
- Bear an annual and quarterly inspection tag.
- The harness must be connected by a lanyard and connectors, or to a lifeline or a standardised and inspected anchor point. (22 kN per person)
- Equipped with an anti-shock strap to be activated by the victim in the event of a fall.

14.4.4. Anchor points

Anchor points must be indicated by the HOLCIM manager. Only these points may be used. They must be:

- Suitable for the conditions prevailing at the workplace (e.g. weather conditions, salt water spray or other corrosive products, extreme temperatures).
- Designed, manufactured and installed for a static load capacity adequate for the work and capable of supporting 22 kN per person.

14.4.5. Lifelines

Lifelines installed or used on our sites must have a calculation note and be installed by competent persons and inspected by an approved third party.

Connectors must:

- Be self-closing/self-locking
- Have a gate strength of 16 kN.

14.4.6. Cherry picker

- Only persons trained and authorised by an approved body may operate a cherry picker (see paragraph 12.4).
- The Cherry picker must be inspected annually by an approved body and every six months by a competent person, and must not show any non-compliance.
- The cherry picker must also be inspected upon arrival at the HOLCIM Belgium site and before each use in accordance with the HOLCIM Belgium checklist (or equivalent and approved by the HOLCIM site safety coordinator, where applicable).
- The cherry picker must be equipped with an emergency stop device on the man basket and another accessible from the ground.
- Anyone accessing the man basket must wear a harness, attached to the dedicated anchor point with a short lanyard. The anchor point of the platform (of any type) must be checked and certified.
- Ensure that the maximum load capacity (200 kg) is not exceeded and that there is no risk of objects falling.
- Do not use a cherry picker if the wind speed exceeds 45 km/h.
- Ensure stability during use.
- Mark out the work area.
- A spotter must be present on the ground (trained on how to use a cherry picker).

14.5. Authorisation and training

The supplier's personnel must be competent and trained for the work at height to be carried out.

- Persons who erect scaffolding must be trained by an external organisation.
- Rope access technicians must be trained by an external organisation and must be proficient in the techniques.
- Cherry picker users must be trained by external organisations and must be proficient in the rules for operating the equipment.
- Persons performing work at height must be physically fit for work at height.

The supplier must provide proof of training and issue the necessary authorisations. Upon access to the site, HOLCIM Belgium will check these documents and may organise awareness sessions (Toolbox, Townhall, etc.) for the subcontractor's personnel, without this constituting an obligation on its part and without prejudice to the supplier's obligation to comply with its HSE obligations under this policy.

15. Confined space

15.1. Definition

A **confined space** is any completely or partially enclosed space that is not designed or constructed for working in and which, by its very design, makes any intervention or task dangerous.

15.2. Rules for working in confined spaces

HOLCIM Belgium keeps a detailed list of confined spaces in which the supplier must:

- Before carrying out any work in a confined space, the supplier's supervisor must participate in a risk analysis via **the work permit**, in collaboration with the HOLCIM Belgium works manager. (including the establishment of an emergency rescue plan)
- Assign a **supervisor for the entire duration of the task**. The supervisor shall remain outside the space for the duration of the task, monitor conditions and keep a record of entries and exits. **The**

supervisor shall not enter the space under ANY circumstances. In the event of an emergency, the supervisor shall initiate rescue procedures.

- Check the air quality before entering the space and throughout the duration of the operation if deemed necessary by the risk assessment.
- Depending on the work permit, natural or **mechanical ventilation** must be provided to clear the space of hazardous airborne substances before entry and throughout the task.
- A means of **voice communication** between workers inside the space (entrants) and the supervisor is required (i.e. radios, mobile phones, etc.).

NB: Before entering a confined space, a confined space entry permit must be signed by a HOLCIM supervisor and the Supplier supervisor .

The validity of the confined space permit is one workstation.

15.3. Roles, responsibilities and training

The supplier's personnel working in confined spaces must be trained in the risks associated with confined spaces.

15.3.1. Confined space supervisor:

The supplier must appoint a supervisor to identify persons entering the confined space and to raise the emergency alarm in the event of an incident.

The supervisor must:

- Continuously monitor activity from outside and order evacuation of the confined space in case of danger;
- Maintain two-way communication with persons inside the confined space.
- Prevent unauthorised entry;
- Request emergency assistance if necessary;
- Keep the confined space access log up to date.
- Always remain outside the confined space, even in an emergency, and do not perform other tasks.

15.3.2. Person working in a confined space

Anyone operating on a confined space must:

- be trained on the risks and rules linked to working in confined spaces;
- be competent in relation to the nature of the task to be performed and the hazards and risks associated with confined spaces;
- be familiar with communication methods and emergency procedures and must not enter the confined space without a watchman present.
- inform the watchman of any unidentified risks encountered within the confined space;
- be physically fit to work in confined spaces.

HOLCIM Belgium may conduct awareness training for the supplier's workers prior to any work in confined spaces, without this constituting an obligation on its part and without prejudice to the supplier's obligation to comply with its HSE obligations under the mentioned policies.

16. Energy insulation

In hazardous areas: Maintenance activities, including but not limited to repairs, servicing, adjustments, cleaning, lubrication and replacement, shall not be carried out until all hazardous energy sources associated with the equipment or process have been isolated.

There are many sources of **hazardous energy** to consider:

- Electrical
- Pneumatic
- Chemical
- Stored/residual

- Hydraulic
- Mechanical
- Thermal
- Radiant
- Explosive
- Kinetic
- Gravitational.

Energy isolation is a procedure designed to eliminate risks associated with sources that may be energised and to protect personnel, equipment and the environment from the serious consequences of non-energy isolation following a change of state (restarting of the machine, closing of the electrical circuit, opening of the valve, etc.).

Energy isolation also makes it impossible for another person to activate any energy source, whether intentionally or unintentionally.

The supplier or their supervisor must communicate the rules relating to lockout to their personnel and must ensure that all of these requirements are met.

The lockout sequence **MUST** be applied **BEFORE** working on equipment and before removing any protective covers from the equipment.

16.1. Responsibilities

- A) Only HOLCIM Belgium **lockout officers** are authorised to edit and sign lockout slips, referring to the internal lockout procedures for the facilities.

Before working on a system that may be energised, the HOLCIM Belgium lockout officer shall:

- Identify all sources and types of energy;
- Identify isolation points for each energy source;
- Identify isolation devices for each isolation point (ICV, valves, solid seals, wedges, mechanical locking devices, etc.);
- Defines the correct isolation sequence when multiple energy sources exist.

- B) Only **an isolator** (or lockout officer) from HOLCIM Belgium may isolate and lock out an electrical cabinet or outlet.

- C) **The supplier's supervisor** must coordinate with HOLCIM's lockout officer before working on any equipment, must place their personal padlock immediately after HOLCIM's lockout officer, and must ensure at all times that the lockout is properly carried out and that all supplier employees place their personal padlocks (green padlocks).

The supplier's supervisor must be the last to remove their padlock before the HOLCIM Belgium lockout officer. They must ensure that all supplier employees have removed their padlocks and left the work area.

- D) **Participants:** Each participant must personally place their padlock (with tag) on the lockout box designated by the HOLCIM Belgium lockout officer.
The padlocks must be opened with a single key.

16.2. Lockout equipment

The supplier must equip its personnel with:

- A personalised green padlock that can only be opened with a unique key.
- Personalised tags to identify the padlock holder
- A sufficient number of padlocks for the supervisor in the event of several interventions being supervised at the same time.

16.3. Prohibited behaviour

The supplier must ensure that its employees are informed and made aware of the following prohibitions:
:

- It is prohibited to work on equipment without an energy isolation procedure and without a permit;
- It is mandatory to place a tag or identifier on the padlock;
- It is prohibited to deactivate or destroy an isolation device;
- It is prohibited to access an isolation area without authorisation from the lockout supervisor.
- It is prohibited to allow an unauthorised person to enter an isolation area.
- It is prohibited to fail to report incidents related to isolation.
- It is prohibited to open and remove another person's padlock.

17. Electrical safety

Working near or on electrical installations (electrical rooms, electrical cabinets, etc.) and using electrically powered tools (welding machines, grinders, etc.) poses risks to people (electrification, electrocution, burns, etc.) and to the installations.

The following rules must be applied at all times on HOLCIM Belgium sites:

- Before carrying out any work on an electrical installation, the supplier's supervisor must participate in a risk analysis via **the work permit**, in collaboration with the HOLCIM Belgium works manager.
- Have the necessary work permits and authorisations to access an electrical room and work on electrical equipment.
- Have the appropriate electrical qualifications.
- Respect approach limits. These limits determine the distance at which unprotected persons must remain away from live installations.
- Provide electricians with the appropriate personal protective equipment (arc-flash protective clothing, insulated helmet, gloves and insulated footwear).
- All electrical connections must be made by an authorised person and via electrically protected distribution boxes. The supplier may only connect its equipment and tools to the factory's installations with the agreement of HOLCIM Belgium.
- Only use insulated tools and approved equipment.
- Never open an electrical cabinet without the permission of a HOLCIM representative.
- Individual and collective tools must be in good working order and pose no safety risk to persons (tools, extension cords, projectors, electrical boxes, power sockets, power cables).

18. Hot work

Hot work is defined as any work that produces an increased risk of fire or explosion through the production of sparks, flames, flammable dust or vapours or other sources of ignition, including welding, grinding, oxycutting, brazing or any other similar task.

At HOLCIM Belgium sites, there are several flammable products present, such as solid fuels, fuel oil, diesel, alternative fuels, solvents, propane, acetylene, ATEX zones, and others.

Hot work can also pose a risk of injury and health hazards through the projection and exposure of the body to sparks, splashes, welding spatter, gases and radiation.

That said, hot work is managed at HOLCIM Belgium by rules aimed at avoiding any risk of fire, explosion and exposure of people to the various health risks associated with hot operations.

The general rule at HOLCIM sites stipulates that any operation requiring hot work must be subject to a **fire permit** issued by HOLCIM Belgium supervisors or work managers.

18.1. Roles and responsibilities

A) Issuer of the hot work permit (HOLCIM Belgium supervisor or works manager):

- Performs a risk analysis (fire risk, explosion risk, etc.) in relation to the activity to be carried out and the hazards of the work area.
 - Issues the hot work permit.
 - Monitors the hot work activity for which the hot work permit has been issued.
- The supplier's supervisor must work in close coordination with the person who issued the HOLCIM Belgium hot work permit to ensure that all the requirements set out in the permit are implemented and complied with.

B) Persons performing hot work:

- Comply with the requirements of the hot work permit;
- Ensure that appropriate fire extinguishing equipment is available;
- Ensure that the hot work fire watch is present;
- Use hot work equipment correctly;
- Report all anomalies and incidents related to hot work to your supervisor;
- They must be made aware of the risks associated with the task and the work area;
- They must have the necessary qualifications for the task to be performed (welding, grinding, oxycutting, etc.).

C) Fire watch

- Be positioned where hot work is being carried out.
- Have appropriate means of raising the alarm in an emergency.
- Remain in the work area for the duration of the hot work activity and for at least 30 minutes after the end of the activity. This period may be extended in high-risk areas.
- If he must leave the work area, he must inform his supervisor so that a lookout can be assigned.
- Report all fires, smouldering embers or any other identified fire hazards to the response and rescue team.

18.2. Personal protective equipment

Personal protective equipment (PPE) requirements differ depending on the type of hot work to be performed. In addition to the minimum mandatory PPE, there is specific PPE for hot work:

- Leather gloves with cuffs or protective sleeves made of similar material;
- Apron for body protection and leggings to protect against sparks and radiation;
- Hearing protection (earplugs or headband earmuffs);
- Face shield or goggles (right) fitted with a welding filter lens of the correct shade and manufacture/or goggles with filter lenses of the correct shade for oxycutting/brazing.

18.3. Welding equipment

- Welding equipment must be properly insulated, including the electrode, electrode holder, connections and torch.
- Welding equipment must be checked and tagged.
- Bare cables must not be used under any circumstances.
- Grounding must always be connected next to the work area.

18.4. Gas cylinders and oxy-fuel cutting

- Gas cylinder storage facilities must comply with the manufacturer's original specifications.

- Gas cylinders containing flammable gases must be stored at a minimum distance of 7 metres from cylinders containing non-flammable compressed gases.
- Full and empty bottles must be stored in separate areas or separated by a barrier or solid physical wall.
- All cylinders must be stored in an upright position and secured or fastened.
- Storage facilities must be adequately ventilated.
- The contents of gas cylinders must be easily identifiable by means of labelling and/or colour coding of the cylinder.
- All hoses must be in good condition (no cuts, damage or cracks) and properly secured to each connection/coupling.
- Pressure gauges must be installed on each cylinder in use and two non-return valves must be installed on each hose (one on the torch side and one on the cylinder side).

19. Handling and lifting

Handling and lifting operations consist of lifting, moving or handling heavy loads using handling equipment or tools (mobile cranes, forklift trucks, hoists, etc.).

Failure to properly control lifting operations can cause accidents and incidents such as:

- Injuries to persons due to entrapment and crushing, etc.;
- Electrocution following contact with a power line;
- Sling breakage, falling loads;
- Tipping loads (crane overturning, overload, collapse of the support surface, boom breakage, etc.).

To avoid these accidents, before any lifting operation, a competent person from the supplier/subcontractor must identify the hazards associated with the operation and the environment, assess the associated risks, and then eliminate or control any risks that could cause personal injury or property damage.

This risk analysis must be included in **a lifting plan** to be provided by the supplier in advance to enable risk analysis and work authorisation.

It must take the following risks into account:

The risk of overturning:

- Overloading (exceeding the maximum working load of the lifting equipment)
- Ground instability
- Weather conditions (wind and others)
- Mechanical condition of the lifting equipment.
- Qualification and experience of the lifting operator (driver)
- Authorisation to drive by the employer.

Risk of movement and falling loads

- Quality of slinging and compliance of handling equipment
- Stability check
- Lack of load guidance.

Electrical risks

- Presence of overhead power lines
- Insufficient safety distance from power lines.

Risk of colliding with people or objects

- Presence of people on the construction site or in unloading areas
- Simultaneous activities, etc.
- Identification of obstacles in the work area (walkways, etc.)

19.1. Operational requirements: lifting equipment and accessories/supports used by suppliers

19.1.1. Cranes and forklifts

Lifting equipment must be inspected and certified as compliant by approved bodies and must be tagged.

- Lifting equipment must be inspected upon arrival at the site and before each use.
- The operator of the lifting equipment (crane, forklift) must be trained and certified;
- The maximum working load of the equipment must be appropriate for the load to be lifted.
- Load charts corresponding to the lifting equipment used must be placed in the operator's cab.
- A lifting plan is mandatory for all critical operations (use of two cranes, lifting of an object with a complex shape, near power lines, etc.).
- Always ensure the stability and correct positioning of the lifting equipment (stabilisers, load distribution plates: their use must be determined by referring to the manufacturer's guide or a procedure established by a competent person in order to guarantee the safety of people and the equipment).

19.1.2. Manual chain hoists, pullers and winches

- Always use chain hoists and pulling tools that are compliant and suitable for the load.
- Never exceed the maximum load of the tool;
- Check the equipment to be used before use;
- It is prohibited to use a manual hoist that shows signs of wear or damage or whose hook openings do not function perfectly.
- Check that the anchor points and structures can absorb the forces induced.
- Never leave a hoist under load unattended.
- The manual hoist must be inspected every 3 months and before each use;
- After use, clean the chains and manual hoist to remove dirt and foreign objects. Check the chains, hooks and safety latches to ensure that the manual hoist is fit for use again. Store the manual hoist in a clean, dry place when not in use.

19.1.3. Lifting and handling accessories

- All lifting hooks must be equipped with a safety locking device.
- Inspect all lifting accessories before use.
- Check the maximum working load: Lifting accessories must be used at 80% of their maximum load.
- Non-compliant lifting accessories or those with defects must be destroyed.
- Any accessory that has been used with an overload must not be used or must be retested by approved bodies before use.

19.1.4. Supporting and securing loads

Loads must be supported and secured in accordance with best practice to prevent them from falling during operations or storage.

- Supports must be designed and calculated to support the load.
- Supports must be secure and positioned in such a way as to ensure stability.
- Stability of the ground in the storage area.
- Manual hoists and jacks must not be used as a means of support or securing.

19.2. Roles and responsibilities

For each crane lifting operation, the supplier shall designate the following personnel, who shall be trained and qualified to perform the assigned tasks:

19.2.1. The person in charge of or responsible for lifting

- The lifting supervisor is responsible for organising and conducting the lifting operation, taking into account the risks associated with the working environment.
- He is appointed by the supplier and must be identified on site and known to all.
- The lifting supervisor is responsible for the crane operator and slingers.

19.2.2. The lifting equipment operator

- Must be trained and authorised to operate the lifting equipment. The supplier must provide all documents proving the lifting operator's qualifications and authorisation at the site entrance. The file must consist of a training certificate from an approved body, a certificate of physical fitness issued by an occupational physician and a certificate of authorisation issued by the supplier.
- Only carries out lifting activities/operations approved and authorised by the lifting supervisor;

19.2.3. Signaller:

- Must be appointed by the lifting supervisor;
- Is responsible for communicating with the lifting equipment operator verbally (using walkie-talkies) or by gestures and signals;
- Must be familiar with manoeuvring gestures.

19.2.4. Slinger:

- Determines the appropriate slinging method and selects the necessary slinging accessories suitable for the operation;
- Checks the weight of the load or estimates it;
- Assess the centre of gravity (point of application of the load weight) in order to position the hook axis above it;
- Check that the slings comply with regulations;
- Ensure that the load is secured during lifting (installation of guide ropes).

20. Tool compliance

The supplier must ensure that the tools are properly selected, inspected, operated and maintained. Tools must only be used by persons qualified to use them safely.

- Power tools must have a three-pin cord with grounding and be plugged into a properly grounded outlet, have double insulation, or be powered by a low-voltage isolation transformer. Any work performed outdoors or in wet conditions requires connection to an outlet protected by a ground fault circuit interrupter (GFCI).
- Tools must be inspected, must comply with regulations and must be tagged.
- All tools must be inspected by users before use (cable, safety device, tag, etc.).
- Damaged tools must be logged until they are repaired or replaced.
- All tools and equipment must be used in accordance with the manufacturers' instruction manuals.
- Hand tools and power tools must be stored properly when not in use.

21. Health at work

As stipulated by Belgian regulations, the supplier must use the services of an occupational physician to manage the health of its employees.

Medical assessments appropriate to the nature of the work must be carried out to ensure that individuals are able to perform their duties without risk.

22. Environmental management

The supplier undertakes to comply with HOLCIM Belgium's environmental policy, must communicate it to its employees and must actively participate in reducing the environmental impact of its activities.

22.1. Staff training and awareness

- Staff must be trained in the procedures and environmental risks associated with the activities.
- Staff must be trained in environmental emergency measures (oil or diesel spills, high dust emissions, etc.).
- Staff must be trained in the handling of hazardous products and the associated emergency measures.
- Staff must report any environmental incidents
- Staff must be made aware of water consumption, waste management and sorting

22.2. Environmental impact of activities

a) Waste

- Ensure that the site is kept tidy at all times and that waste sorting procedures are followed.
- Regularly monitor the quantities of waste generated and report them to the site manager.
- Comply with the hazardous waste management procedure (chemicals, batteries, soiled rags, used oils and greases, etc.).

b) Soil

- All chemicals (solvents, oils, grease, additives, etc.) and fuels must be stored in leak-proof containers and must be equipped with retention systems covering 110% of the total capacity.
- Chemicals must be stored according to their compatibility, taking into account their safety data sheet (SDS).
- Machinery and equipment must be properly maintained to prevent oil or diesel leaks or toxic emissions (smoke, etc.).
- Avoid leaks during unloading and handling of products.
- The quantities stored must not exceed the quantities approved by the customer.

c) Water

- Optimise water consumption.
- Report any water leaks in the installation.
- Avoid any kind of contamination of water sources.

23. Disciplinary management

In the event of a serious breach of health and safety rules by the supplier or its employees, HOLCIM Belgium reserves the right to prohibit access to its sites for the subcontractor/supplier's personnel and may also temporarily or permanently suspend the supplier's services. In the event of a temporary suspension, the supplier must provide HOLCIM Belgium with all the necessary guarantees to ensure compliance and prevent a recurrence of the breaches observed.

24. Supplier commitment

The Supplier expressly declares that it has read and understood these applicable Health, Safety and Environmental Requirements and undertakes to comply with the terms and conditions.

The supplier must ensure that the information is disseminated within its organisation and to its personnel involved in the various HOLCIM Belgium segments.