

| | | |
|---|-------------|----------------------|
|  | INSTRUCTION | Code: I2-Page 1810/6 |
| | | Date:16.06.2025 |
| | | Page 1 to 24 |

Document title:

MANUAL FOR THE MANAGEMENT OF CONTRACTORS AND CARRIERS FROM THE ASPECT OF OCCUPATIONAL SAFETY

AUDIT STATUS

| Serial No. | Date | Reason for revision | Prepared by | Approved By |
|------------|------------|--|---|--|
| 1 | 12/01/2011 | Integrated System (Initial Series of the Occupational Safety and Health Management System) | Production Plant Manager Zaklina Stamboliska Head of Purchasing Gabriela Bošković | Chief Executive Officer Antonios Nikolopoulos |
| 2 | 01/01/2020 | Major changes | Occupational Health and Safety Manager Ivan Angelov Head of Legal Department Maja Jakimovska | Chief Executive Officer Boris Hrisafov |
| 3 | 01/06/2020 | Integration and Transition to ISO 45001 | Health and Safety Manager Ivan Angelov | Chief executive officer Boris Hrisafov |
| 4 | 21/06/23 | Definition of Terms and Procedures (contractor documentation and penalties) | Health and Safety Manager Valerija Milanova | Chief Executive Officer Boris Hrisafov |
| 5 | 15/01/25 | Updated List of Required Documents According to the Prequalification Questionnaire | Health and Safety Manager Valerija Milanova | Chief Executive Officer Kostas Nikolaou |
| 6 | 16/06/2025 | Clarification According to the Group Procedure | Health and Safety Manager Valerija Milanova | Chief Executive Officer Kostas Nikolaou |

| | | | | |
|--------------|-----------|-------------------------------------|------------|-----|
| This sample: | IT IS | <input checked="" type="checkbox"/> | CONTROLLED | No: |
| | IT IS NOT | <input type="checkbox"/> | | |

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 2 of 24 |

1. OBJECTIVE

TO ACHIEVE THE VISION OF CEMENTARNICA USJE AD SKOPJE FOR “ZERO WORKPLACE INJURIES” FOR ALL COMPANY EMPLOYEES, AS WELL AS CONTRACTORS, SUBCONTRACTORS, AND TRANSPORTERS, IT IS NECESSARY TO FULFILL THE FOLLOWING OBJECTIVES OF THE CONTRACTOR MANAGEMENT PROCESS FOR CEMENTARNICA USJE AD SKOPJE (“THE COMPANY”):

- TO ENGAGE ONLY TRAINED, AUTHORIZED, AND QUALIFIED INDIVIDUALS TO WORK AS CONTRACTORS, SUBCONTRACTORS, OR TRANSPORTERS.
- THE COMPANY SHALL APPLY A FAIR SYSTEM FOR EVALUATING AND AUDITING THE PERFORMANCE OF CONTRACTORS, SUBCONTRACTORS, AND TRANSPORTERS, AND SHALL TAKE THESE EVALUATIONS INTO ACCOUNT WHEN AWARDING CONTRACTS.
- CONTRACTORS, SUBCONTRACTORS, AND TRANSPORTERS SHALL FULLY UNDERSTAND AND COMPLY WITH THE OCCUPATIONAL HEALTH AND SAFETY (OHS) REQUIREMENTS OUTLINED IN THIS MANUAL, AS WELL AS OTHER WRITTEN AND VERBAL INSTRUCTIONS GIVEN BY THE COMPANY’S RESPONSIBLE PERSONNEL.

TO ACHIEVE THESE AND OTHER OHS GOALS, THE COMPANY HAS ADOPTED AN OCCUPATIONAL HEALTH AND SAFETY VISION AND POLICY AS FOLLOWS:

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 3 of 24 |











HEALTH AND SAFETY

VISION AND POLICY

We strive to maintain a working environment that is safe and healthy for everyone — an environment where we all protect one another from injuries and care for our shared well-being. We continuously address all safety and health matters, promote awareness among employees, contractors, and other interested parties, and strengthen a culture focused on preventing incidents and promoting health in all our activities.

At all hierarchical levels, we are committed to:

-  Continual improvement of safe and healthy working conditions for our employees, contractors, and visitors by identifying hazards and reducing risks in the workplace.
-  Strengthening trust and cooperation in resolving occupational health and safety issues, and encouraging safe behavior by all during work activities.
-  Consulting with our employees, contractors, and other stakeholders, while encouraging their active participation in improving occupational health and safety.
-  Managing the Occupational Health and Safety System as a unified system with defined objectives and desired outcomes, driving continuous improvement.
-  Complying with local legislation, directives, and other requirements related to occupational health and safety.
-  Continuously improving the occupational health and safety management system.
-  Respecting fundamental safety rules, procedures, and regulations.
-  Delegating clear responsibilities and duties to meet all requirements.

We call on all our employees, contractors, and other stakeholders to support our company in achieving the vision of occupational health and safety. We expect them to follow best practices and cooperate with us in meeting the high safety and health standards established and adopted in our company.

Chief Executive Officer

Kostas Nikolaou

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 4 of 24 |

Here is the English translation:

2. DEFINITIONS USED IN THIS MANUAL:

Contractor: A legal entity with which the Company has entered into an agreement for the provision of services or which is engaged to perform specific work/services in the interest and on behalf of the Company based on a Purchase Order and/or Contract.

Subcontractor: A legal entity engaged by the Contractor to perform work/services related to the Contract/Purchase Order under which the Contractor is engaged by the Company. The Contractor is fully responsible for the actions and performance of the Subcontractor. Engagement of a Subcontractor must be approved in writing by the Company.

Transporter: A legal entity with which the Company has entered into an agreement for the transportation of goods in the interest and on behalf of the Company, based on a Purchase Order and/or Contract.

Other Transporter: Refers to a transporter engaged by the main Transporter.

All of the above will hereinafter be referred to as "Contractors".

Company: Cementarnica USJE A.D. - Skopje

OHS: Occupational Health and Safety

Responsible Persons:

- **The responsible people of the Company** are: (a) individuals employed by the Company who are appointed as responsible for supervising and monitoring specific work/services performed by Contractors, or (b) legal or natural persons contractually engaged by the Company to supervise the execution of specific work/provision of services.
- **Responsible persons of the Contractors** are legal or natural persons employed by or contractually engaged by the Contractors to supervise the work performed by the Contractors.

OHS Coordinator: If work is being performed in the same workspace involving both Company employees and one or more Contractors, the Company is obligated to appoint an OHS Coordinator.

Trained Person: A person who has completed the introductory OHS training and has received an identification badge, as well as attended specific safety trainings for the contracted activity.

PPE: Personal Protective Equipment – equipment that the Contractor is obligated to procure, distribute to their employees, and ensure they are properly trained in its correct use.

3. SCOPE AND RESPONSIBILITY

This Manual applies to all organizational units of the Company and to all Contractors. Those responsible for the implementation and enforcement of this Manual are:

- All managers,
- All supervisors,
- Foremen and shift foremen,
- Employees of all Contractors.

This Manual does not apply to individuals engaged by the Company to provide consulting or other intellectual services, unless such services involve access to or movement within the Company's production area.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 5 of 24 |

Here is the English translation:

4. CONTRACT AWARD PROCESS

4.1. Classification of Companies into 3 Risk-Based Categories

The Contractor company completes a **Prequalification Questionnaire** electronically. Upon receiving an electronic notification, the relevant documents are reviewed to assess the level of risk associated with the work and to classify the company into the appropriate risk category.

- **Low Risk** – Contractors not involved in activities inside the plant. This category includes contractors such as canteen staff or vendors. For this category, the prequalification process and compliance with the requirements of the prequalification questionnaire or ISO standards are **not required**. However, an **internal training by TITAN is mandatory**.
- **Medium Risk** – Contractors not directly involved in plant activities but who enter or work within the plant. Examples include maintenance of fire protection equipment (e.g., fire extinguishers, hydrants) or elevator maintenance. For this category, the **prequalification process is mandatory**.
- **High Risk** – Contractors directly involved in plant-related activities, such as maintenance, production, plant cleaning, or material transport. For this category, the **prequalification process is mandatory**.

Based on this classification, when a user profile is created for the company in the **CMS system**, all required documents must be uploaded and stored in the same database integrated with the CMS system.

4.2. Prequalification

All **new Contractors**, before being engaged for work or services, must undergo a **pre-selection assessment** in accordance with **Procedure R.410 – Supplier Evaluation**. Contractors who **fail to meet** the requirements during the pre-selection process will **not be included** in the Company's list of potential suppliers.

- **Purpose of the Prequalification Phase** – To evaluate the contractor's commitment to occupational health and safety.
- **Form** – Prequalification Questionnaire, Appendix 1.
- **List of required documents** – Table 1.
- Prequalification may be conducted **by TITAN** or **by an external company engaged by TITAN**.

Prequalification Team: Project Manager, OHS Manager, and Procurement Manager.

Table 1

| | Document name | Mandatory /as needed (key suppliers, transporters, low risk) | Submitted to | Document importance | In the process of qualification | Before starting work | Company/Personal |
|---|---|--|---|--|---------------------------------|----------------------|------------------|
| 1 | List of personnel who will be directly engaged in the | Mandatory | Technical service/responsible sector for the specific contractor. | permanent /if necessary document renewal | <input type="checkbox"/> | | Company |

| | | | | | | | |
|---|---|-----------|--|--|--------------------------|--------------------------|----------|
| | performanc e of the obligations under the contract | | | | | | |
| 2 | Proof of employemen t of the staff on the list (M1/M2 form) / Contract | Mandatory | Technical service/respons ible sector for the specific contractor. | permanent /if necessary document renewal | | <input type="checkbox"/> | Personal |
| 3 | Certificate of completed OSH training issued by an authorized company | Mandatory | OHS | 3 years | | <input type="checkbox"/> | Personal |
| 4 | Statement that all employees have had systematic check-ups | Mandatory | OHS | Document renewal as needed | <input type="checkbox"/> | | Company |
| 5 | Medical examination from an authorized occupational health institution | Mandatory | OHS | 1 year or 2 years, depending on the type of examination | | <input type="checkbox"/> | Personal |
| 6 | Decision from the company for a Responsible Person for Occupational Safety and Health and contact details. Agreement with a Licensed Company for OSH | Mandatory | OHS | 1 year (for the duration of the project) | <input type="checkbox"/> | | Company |

| | | | | | | | |
|----|---|--|--|--|--------------------------|--------------------------|----------|
| 7 | Proof of possession of a BZR license for the person or company with whom there is a contract (for key suppliers) | Mandatory (for key suppliers) | OHS | | | <input type="checkbox"/> | Company |
| 8 | Safe Work Execution Plan / Risk Assessment for the Activity | In accordance with the regulations for mobile construction sites and the TITAN Group Regulations | Technical Service, OSH Sector | For the duration of the activity to which the OSH Plan applies | | <input type="checkbox"/> | Company |
| 9 | List of equipment, machines, tools and a statement that they have been inspected and certified according to law | Mandatory | Technical Service, OSH Sector, before starting work. | | <input type="checkbox"/> | | Company |
| 10 | Proof of qualification of the personnel and/or the Contractor (for example, for working at height, welding certificate, electrical engineering, transport licenses, forklift) | As needed (where applicable) | Occupational Health and Safety Department and Technical Service, before starting work. | Validity according to the certificate's expiration date | | <input type="checkbox"/> | Personal |

| | | | | | | | |
|--------|---|------------------------------|---|--|--------------------------|--------------------------|----------|
| | certificate, crane operator certificate, etc.) | | | | | | |
| 1 1 | Equipment certificates, traffic permits, etc. (certificate for: cranes, forklifts, tankers, tipper trucks with hydraulics, pressure vessels, PP devices, gas detectors, etc.) | As needed (where applicable) | Technical Service/Logistics, OHS Sector | 1 year. | | <input type="checkbox"/> | Company |
| 2 1 | Third party damage policy statement | Mandatory | Procurement | 1 year | <input type="checkbox"/> | | Company |
| 2 2 | Third party damage insurance policy | Mandatory | Legal | 1 year | | <input type="checkbox"/> | Company |
| 2 3 | First aid certificates for trained persons | Mandatory for key suppliers | OHS | 1 year | | <input type="checkbox"/> | Personal |
| 2 4 | Training certificates for PP protection | Mandatory for key suppliers | OHS | 1 year | | <input type="checkbox"/> | Personal |
| 2 5 | Occupational Health and Safety Program and Safe Work Procedures (item 6 of the | Mandatory | OHS | permanent /if necessary document renewal | | <input type="checkbox"/> | Company |

| | | | | | | | |
|----|---|-----------|-------------|--|--------------------------|--|---------|
| | Questionnaire) | | | | | | |
| 26 | Reference list | Mandatory | Procurement | permanent /if necessary document renewal | <input type="checkbox"/> | | Company |
| 27 | OSH records (From the Questionnaire tables 2 and 3) and targets | Mandatory | OHS | 1 year | <input type="checkbox"/> | | Company |
| 28 | Organizational chart of the company with number of employees and their classifications) | Mandatory | Procurement | permanent /if necessary document renewal | <input type="checkbox"/> | | Company |

4.3. Request for Services

The process of requesting services by the Company is regulated by Procedure R.420 – Procurement. It states that the responsible persons from the Company must foresee and specify the risks when making the procurement request in the SAP system, as well as define the requirements from technical and safety aspects. The project/work manager submits a request in the SAP system for an offer, which includes:

- A clear and sufficiently detailed scope of work
- TITAN requirements, including a detailed list of Health and Safety requirements.

Besides the requirements listed in the prequalification section, the offer includes the following obligations for the contractor:

- Compliance with all legal requirements related to working hours, employee insurance, etc.
- Timely submission of daily/weekly work schedules to TITAN.
- Reporting all safety incidents.
- Submission of a Safe Work Plan (SWP) detailing the implementation of the entire work. The SWP must meet TITAN's requirements, including a written Emergency Plan and Rescue Plan for each task.
- Conducting a Safety Task Assessment / Job Safety Analysis (JSA) for each task and verifying it on-site immediately before starting work.
- Performing a Workplace Examination (WPE) for each task at least once per shift.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 10 of 24 |

- Performing an equipment inspection before the start of each shift.
- Compliance with TITAN's Permit to Work (PtW) system.
- Each candidate must visit the site before submitting an offer.

4.4. Preparation, Approval, Signing, and Certification of the Service/Transport Contract ("Contract")

Purpose:

Evaluation of contractors to select the most competent for cooperation.

Form:

Order via SAP system.


Work

Process:

Received offers are processed by the Procurement Manager at TITAN, Project Manager, and Health and Safety Manager. After evaluation, the most suitable offer is selected and the contract is prepared.

Contractor obligations in the contract:

- Compliance with all legal requirements, including regulations related to working hours and employee insurance.
- Timely submission of daily and weekly work schedules to TITAN.
- Immediate reporting of all safety incidents.
- Submission of a Safe Work Plan (SWP) detailing all activities. The plan must meet TITAN standards, including a written Emergency Plan and Rescue Plan for each task.
- Conducting Safety Task Assessment (STA/JSA) for each task and confirming the assessment on-site immediately before starting.
- Conducting Workplace Examination (WPE) for each task at least once per shift.
- Equipment check before the start of each shift.
- Adherence to TITAN's Permit to Work system (PtW), including General and Specific Permits (e.g., hot work, work at height, confined space work, etc.).
- Contractors may use their own forms if these cover all points from TITAN's corresponding forms. General forms (e.g., JSA) must be adapted to include site-specific and task-specific conditions.
- Each contractor has full responsibility for any subcontractors they may engage. This includes the obligation to:
 - Officially inform subcontractors of all Health and Safety obligations arising from this instruction.
 - Ensure subcontractors comply with these obligations.
- The contract is signed by TITAN and the contractor.
- If, during the work, the expiration date of the equipment license or personnel license approaches, it must be immediately replaced with a valid license.
- Contractor mobilization can begin.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 11 of 24 |

According to the criteria set in Procedure R.420 – Procurement, every contractor must sign a contract with the Company before starting work or providing services. The preparation, approval, signing, and certification of contracts are carried out according to Procedure R.420 – Procurement and the Instruction for procurement contracts of goods and services and their annexes I1-P.420.

The general terms and conditions for procurement of goods and services at Cement Factory USJE AD Skopje, as well as this Contractor Management Manual, are available on the company's official website: http://www.usje.mk/media/a24hrcli/general_terms_for_procurement_of_goods.pdf and are an integral part of the Service Contract.

Each contractor, before submitting an offer and signing the contract, must carefully read and study the Company's requirements given in the General Terms and Conditions and this Manual, as well as fulfill all conditions from the Prequalification Questionnaire, except companies classified as low risk, for which only legal requirements regarding occupational safety and health apply.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 12 of 24 |

4.5. Collecting and Verifying Documentation Before Contract Implementation

The procurement officer, in coordination with personnel from the technical services and the Health and Safety (H&S) sector, obtains the documents from Table 1 electronically by email from the Contractor.

The submission of the above documentation must be completed no later than three days before the start of work, and the documents are stored in the CMS electronic system in the appropriate folder for that contractor.

To allow factory access for the contractor's worker in the CMS (Contractor Management System), all documents from the above list must be entered by H&S. Once access is granted, the person is referred to a pre-scheduled internal induction training for contractors in the H&S sector (or a substitute from the technical service). After completing the induction training, the CMS system marks the person as active, and an electronic card can be issued for authorized entry into Cement Factory USJE. The contractor uploads all required documents to the web portal, and they are validated by the relevant sector.

5. INTRODUCTION TO THE CONTRACT

After submitting the documentation described in section 4.4 and completing all H&S trainings given in 8.1, depending on the activity, additional job-specific introductions may follow:

- **Project Implementation** – The technical service/order requester and the Contractor must complete and sign a Handover/Work Introduction Record and keep a construction logbook.
- **Regular Equipment Maintenance** – No need for a job introduction for each activity.
- **Transport** – Issuing a loading order is considered sufficient for introducing the transporter to the work.

Purpose:

To ensure the contractor:

- Fully understands the technical and safety requirements related to performing the work.
- Has prepared a Safe Work Plan (SWP), which details all activities and execution methods. For very low-risk tasks, this requirement may be adjusted after a complete Risk Assessment by the plant, but a Job Safety Analysis (JSA/STA) must always be prepared, especially for specific site conditions.

Forms:

- Safety Incident Report
- Safety Task Assessment / Job Safety Analysis (STA/JSA)
- Workplace Examination (WPE)
- Permit to Work (PtW)
- Equipment Inspection Sheet before shift start
- Work schedules for personnel, with lists of workers per shift
- Content and schedule of the Safe Work Plan (SWP)

Contractors may use their own forms if these meet all TITAN's requirements. Generic forms (e.g., JSA) must be adapted to include specific conditions of the task and location.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 13 of 24 |

6. MONITORING THE IMPLEMENTATION OF CONTRACTUAL ACTIVITIES

6.1. Work permits

Purpose:

To ensure:

- Compliance with TITAN's safety requirements
- Structured communication between TITAN and the contractor

Forms:

- Workplace Examination Form (per shift)

The Project or Work Manager from TITAN personally reviews the project locations and activities, and any conditions negatively affecting safety or health are addressed immediately.

The Health and Safety (HS) Manager of TITAN and the personnel responsible for safety review all work (locations and activities) daily covering all shifts, and any conditions negatively affecting safety or health are addressed immediately.

(If there is only one shift, the review is done by TITAN's Health and Safety Manager. If work continues into a second or third shift, suitably qualified supervisors or safety personnel take over the review.)

All findings are recorded in the Workplace Examination Form and discussed with the contractor (see next paragraph).

The TITAN Project Manager and Supervisors meet twice daily with the contractor's representative:

a) Before the start of the first shift:

- Important points from the night, plus refreshers on new tasks
- b) At the end of the first shift (or later if work continues in the second shift):
- Important points from the work so far

The company has implemented a Permit to Work system to inform all involved parties and define health and safety measures. Verification of these permits is done by the plant/sector host from the company, the work organizer from the company, and the direct executors (employees of the company or contractor).

Permits are signed by the responsible persons listed above always:

- Before starting the activity, verifying that hazards have been identified, appropriate measures taken, and safe conditions exist to begin work.
(F2-I15.P-1820 – Permit to Work with Work Assessment Checklist – completed before starting work)
- After finishing work:
 - (a) At the end of each working day, ensuring the work area is cleared of debris, unnecessary materials and tools, and remains fenced and secured against unauthorized access;
 - (b) At the end of all activities, confirming the workspace is restored to its original condition, and defining the status of machines and equipment (either operational or requiring further intervention, banned use, etc.).

No work, except for transport and intellectual services, may begin without issuing and verifying the appropriate work permits.

6.2. Daily controls of the work of contractors

Work supervisors and shift supervisors are responsible for the daily monitoring of the work performed by contractors in their department and must take immediate action if they notice any irregularities in

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 14 of 24 |

a contractor's work. These inspections must be carried out according to the Safe Work Execution Plan, if such a plan exists. In the absence of such a plan, they must follow the issued permits, policies, procedures, and the Company's Health and Safety instructions.

All employees of the Company have the right and duty to conduct organized or random checks of the contractors' safe work practices and to report verbally or in writing any observations or incidents. A checklist for assessing the condition of the workplace (F8-I8-P.1820) is used.

6.3. Inspections after completion of work

Responsibility for conducting inspections after work completion lies with the Company's responsible persons.

Final inspections include the following activities:

- Checking the integrity of equipment from a safety and technical perspective (to ensure the equipment has not been modified without permission and that all necessary protective devices are in place, such as guards on couplings, drums, fences, platforms, etc.)
- Checking the tidiness and orderliness of the workspace after the work is finished

Objective:

- To ensure that no open issues remain.

Forms:

- Workplace Inspection Form (at the end of the last shift).

This form should be prepared in advance and be specific to the task.

Before leaving the site, the Project Manager from TITAN and the Supervisors confirm that all tasks have been completed at the desired quality level.

- The full checklist is provided in the Work Completion and Handover form. This includes: LOT closure, satisfactory cleanliness, fences and guards returned to their place, etc.

All open points, including unsafe conditions and cleaning issues, must be effectively resolved by the Contractor before departure.

The Contractor must also provide all final drawings and other relevant documentation for the handover process.

- The Project Manager from TITAN and the Supervisors fill out the Work Completion and Handover form.

7. KEY POLICIES, PROCEDURES AND INSTRUCTIONS RELATED TO OCCUPATIONAL HEALTH AND SAFETY

Upon initial engagement of Contractors by the Company, the OHS Department will familiarize them with, and provide copies of, the relevant OHS procedures and guidelines applicable to their activities. The following Company documents (Guidelines and Procedures) are an integral part of this Manual:

- I1-P.1820 – Working at Height
- I2-P.1820 – Safety Instructions for Interventions on Machines

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 15 of 24 |

- I3-P.1820 – Fire Protection when Working with High-Temperature Methods and Spark-Producing Tools
- I4-P.1820 – Marking of the Work Area
- I6-P.1820 – Instructions for Working in Confined Spaces
- I7-P.1820 – Safe Work with Ladders
- I8-P.1820 – Safe Driving
- I9-P.1820 – Devices and Measures for Protection from Machine Operation
- I14-P.1820 – LOTOTO (Lockout/Tagout/Tagoff)
- I15-P.1820 – Work Permit

8. INTERNAL TRAINING OF CONTRACTORS' PERSONNEL

8.1. Introductory Training for New Contractors or New Contractor Personnel

The Technical Department/requester of the procurement, in cooperation with the OHS Sector, schedules a health and safety training session for all personnel of the Contractor who are engaged for the first time. The introductory training is conducted according to a predefined Training Program, the Safe Work Execution Plan (if available), and the specifics of the contract/order subject.

8.2. Other OHS Trainings

The OHS Sector and the Technical Departments organize regular and extraordinary trainings for the Company's employees and Contractor personnel. Contractor personnel are required to attend trainings relevant to their activities, as requested by the training organizer.

If a Safe Work Plan has been prepared for the Contractor's activity, training must be conducted before starting the activity for all involved personnel, presenting the hazards and OHS measures. An electronic record is kept for each Contractor.

9. REPORTING SECURITY INCIDENTS AND APPLICATION OF PENAL MEASURES

Any employee of the Company may report unsafe work/behavior by the Contractor's personnel. For more serious violations, punitive measures are implemented in accordance with Appendix A to this Manual. All accidents and incidents that occur are mandatory reported to the responsible persons in the Company for investigation and appropriate preventive and corrective measures to be taken.

It is extremely important that Contractors report incidents, which will contribute to the Company adopting appropriate corrective measures to prevent their recurrence in the future. In doing so, they use the incident reporting form F3-P.1810.

10. EVALUATION OF CONTRACTORS

Objective of the evaluation

1. Whether the contractor has made any shortcomings during the performance of the work that would lead to a decision to terminate the contract
2. Whether the contractor has completed the work sufficiently well and can be included in future projects

Forms

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 16 of 24 |

1. Evaluation of the Contractor's Work Performance

2. Annual Evaluation of the Contractor

3. KPI for Contractor Safety

Evaluations

1. Evaluation for a specific job
2. Annual evaluation

Evaluation of the Work Performance

To be carried out by the TITAN Project or Work Manager and the Health and Safety Manager.

- Expected result: Assessment of the contribution (positive or negative) that the contractor has to the safety performance of the plant.
- Rating: Satisfactory / Unsatisfactory
- Qualitative and quantitative data will be collected.
- Indicatively, number of injuries, PSIF (Work Ability Injuries) among recorded incidents, quality of supervision.

An unsatisfactory rating excludes the contractor from future bids, unless convincing mitigation measures are implemented.

Annual Contractor Assessment

Conducted by TITAN Department Managers, the Health and Safety Manager and the Procurement Manager.

An unsatisfactory rating terminates the contract or excludes the contractor from future bids, until the Prequalification process convincingly documents progress.

For each contractor, performance evaluation forms from the work performed during the year will be reviewed in the Annual Contractor Assessment.

The Contractor Evaluation is used as a tool to determine, during the annual reviews, whether the Contractor meets the Company's requirements in all aspects, including OSH, in accordance with

Procedure P.410, using the Contractor Evaluation Checklist according to Safety Performance, using Checklist F5-P.1810.

The OSH Department conducts an additional detailed annual evaluation of contractors who regularly work for the Company and perform work with a higher level of risk. It also classifies

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 17 of 24 |

companies according to the level of risk of the activities they perform in Usje, low, medium and high risk.

Based on the assessment received, recommendations are made for further activities to be undertaken (e.g. exclusion of suppliers, meeting with specific companies to determine further cooperation, etc.).

11. OTHER RESPONSIBILITIES OF THE CONTRACTOR

Listed below are additional responsibilities, rules and procedures that apply to the Contractor's operations.

11.1.1. Drugs, alcohol and medications that affect psychophysical abilities

No person may approach the work site if they are under the influence of alcohol, drugs or other substances that affect the psychophysical abilities of persons. Persons who are determined to be under the influence of the above-mentioned means will immediately have to leave the property of Cementarnica "Usje". To determine the state of intoxication, the Company reserves the right to perform an alcohol test using a breathalyzer that is regularly calibrated and certified. The Company's policy is 0‰ alcohol. If the breathalyzer determines the presence of alcohol greater than 00‰, the employee will be immediately removed from the Company's premises, and then sanctions will follow in accordance with the Penal Matrix. The Contractor will ensure that during the entire time the work is being performed, his personnel act in accordance with the Company's alcohol and drug policy.

11.1.2. Children at the Company's work sites

Persons under the age of 18 are not permitted access to the Company's work space.

11.1.3. Evacuation and rescue

Emergency response procedures are part of the **Introductory Training** for contractors. All contractors must strictly follow the provided guidelines and actively participate in **evacuation drills** organized by the Company.

11.1.4 Worksite Cleanliness and Order

Contractors who are regularly engaged or are performing long-term projects must provide **accommodation facilities** (temporary structures, containers, etc.) for their employees (changing rooms, storage for personal items, etc.), as well as for their tools and equipment, in the area outside the factory premises (at the end of the truck parking lot) designated for such purposes. **Changing, storing tools and equipment inside the factory premises is not allowed**, unless otherwise arranged by a specific agreement.

Contractors and their employees are responsible for maintaining **order and hygiene** in the work areas where they perform their activities, in order to avoid hazards.

To preserve health, and in line with the above, the **Company does not allow the consumption of food in work areas**, except in the designated **factory canteen**.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 18 of 24 |

After the completion of the work, the contractor **must clean the worksite, sort, and dispose of waste** in designated areas inside or outside the factory.

11.1.5 Firearms

Contractors are strictly prohibited from carrying firearms on Company premises. An exception is made for **authorized security personnel** of the Company in accordance with the national legal regulations.

11.1.6 Personal Protective Equipment (PPE) Requirements

The Company has prescribed rules for the use of appropriate PPE. This means that all contractors, employees, and visitors must wear the required PPE **at all times** while on Company premises.

Basic PPE required at all times:

- Protective footwear with S3 level protection
- Work uniform consisting of long pants and long-sleeve shirt/jacket/blouse with **fluorescent reflective stripes** for visibility. If there are no stripes, a reflective vest must be worn
- Safety helmet
- Safety glasses

Additional PPE depending on the activity and risk assessment may include:

- Protective gloves suitable for the task
- Respiratory masks (disposable or with replaceable filters)
- Full-face protective masks
- Hearing protection
- Fall arrest systems for working at heights
- Heat-resistant workwear
- Disposable protective suits
- Etc.

Contractors are responsible for providing their workers with the necessary PPE and for training them in its proper use.

11.1.7 Tools and Equipment

The contractor must provide and use **their own tools and equipment**. These must be in compliance with relevant legal regulations and accompanied by **valid certificates** of functionality and **authorization for use** (where applicable).

The Company reserves the right to **inspect** the contractor's tools and equipment and **prohibit** the use of any that do not meet safety standards.

Before starting the work, the contractor must submit a **list of tools** that will be used.

Contractors may **only use Company tools** if **explicit permission** is granted by the responsible Company personnel.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 19 of 24 |

Contractors are responsible for **safeguarding their tools and equipment**. However, if tools must be stored on-site, the **Company assumes no liability** for their safety.

11.1.8 Vehicles

Vehicle entry is permitted only for the delivery of equipment and materials, not for transporting workers. Movement of trucks, machinery, and light vehicles within the Company premises must follow the **safe driving procedure**.

12. ENTRY AND LEAVING THE WORKING PREMISES OF THE "USJE" CEMENT PLANT

Entry into the Company's workspaces has common rules that apply to all plants/sectors and departments/services within the Company. These are as follows:

12.1. Entry into the Company's Work Areas

All **contractors, their employees, and visitors** must report and register at the **main gate of the Company**. Upon registration and stating the purpose of entry:

- **Contractors are issued ID cards**
- **Visitors are issued visitor cards and an entry slip**

Approval is granted by the Health and Safety Department, which activates access and conducts training after previously submitted documentation.

The gate security will **only allow independent access** to employees of contractor companies who have:

- Fully met the conditions outlined in the **Prequalification Questionnaire F4-P.1810**
- Submitted all required documentation
- Completed the **Usje Introductory Training for Contractors**, which is valid for **2 years**

Such workers can go directly to their designated work locations, but **must not begin work** before obtaining the necessary **Work Permits** from the responsible persons in the Company.

If the contractor has a **new employee**, that person **must not go to the work site** before all required documents listed in section 4.4 are submitted. Then, in coordination with the Health and Safety Department, the worker is sent to attend the **Introductory OHS Training**. After completing the training, the OHS Department activates the worker in the **Contractor Management System (CMS)** and replaces the visitor card with a **contractor ID card**.

All contractors and their employees are **restricted to their assigned work areas**. However, they may access:

- Tool and material warehouses
- The canteen
- Toilets
- The medical clinic (located outside the factory), **in case of need**

12.2 Exiting Cement Factory "Usje" Work Areas

Before leaving the site, the contractor and their employees are **required to clean the area** where they performed their activities.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 20 of 24 |

If some equipment must remain on-site due to the scope of work, it must be **clearly marked and properly secured** so that it does not pose any risk in the area.

Visitors must return their **signed entry slip** at the security desk (signed by the Usje representative they visited). The **visitor card is left at the gate**.

Contractors and their employees:

- Must **clock out with their ID card** upon exit
- If **permanently or long-term engaged**, they **keep the card**
- If **short-term engaged**, they **return the card at the gate**

1 Levels of Access to Company Work Areas

There are **two levels of access** granted for entry into the Company:

2 a. Fully Accompanied Visitor/Contractor

This person is **not familiar** with the site and **must be under continuous and direct supervision** by a competent _____ Company _____ employee.

Entry to the Company is **not allowed** for this person until the responsible individual **arranges appropriate escort** from the main gate.

3 b. Unaccompanied Visitor/Contractor

This person **has been briefed** by a competent Company employee on:

- General **health and safety rules**
- Required **personal protective equipment (PPE)**
- **Emergency plans** and potential hazards in the area they will visit

Unaccompanied persons may be:

1. Individuals **not authorized to perform any work** on-site
2. Individuals **authorized to perform work** on-site, for whom a list has been **submitted by their employer**, with whom **Cement Factory Usje has a signed contract**

13. TRANSPORT COMPANIES

- **Compliance with the Safe Driving Guideline outlined in Section 7 is mandatory.**
- All **drivers must register at the Company's main gate (reception)**, and **only the driver with the truck** is permitted entry.
- **All drivers waiting inside the factory grounds must remain in their vehicles** until authorized to begin loading or unloading activities.
- All drivers entering the factory or other areas of the Company are **required to have and wear personal protective equipment (PPE)** as outlined in **Section 11.1.6**, **whenever they exit their vehicle** within Company premises.
- During **loading of bagged cement**, drivers **must remain in or near the cabin**. **Walking on the trailer** during loading is strictly prohibited.
- All cargo, including **pallets of cement**, must be **securely tied or fastened** before leaving the loading area.

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 21 of 24 |

- **Failure to comply** with the above requirements will result in **loading not being performed**, and **disciplinary procedures** will be initiated.
- During unloading, the driver **must contact the responsible person from the Company** and **take all necessary measures to prevent spillage of transported materials outside the designated area**.

14. USE OF THE CANTEEN

Contractors may **arrange canteen access for their own needs** (located within the factory premises) **with the independent company managing the canteen**, or they may **use the canteen to consume their own food**.

15. USED FORMS

- **F1-P.1810** – Work Performance Evaluation Checklist
- **F2-P.1810** – Work Position Condition Evaluation Checklist
- **F3-P.1810** – Incident Reporting Form
- **F4-P.1810** – Prequalification Questionnaire
- **F5-P.1810** – Contractor Safety Performance Evaluation Checklist
- **F7-I8-P.1820** – Inspection Checklist for Truck Vacuum Cleaner
- **F6-I8-P.1820** – Inspection Checklist for Concrete Pump
- **F5-I8-P.1820** – Inspection Checklist for Concrete Mixer Truck
- **F4-I94-P.1820** – Pre-Start Inspection Checklist for Skip Loader
- **F4-I8-P.1820** – Inspection Checklist for Cement Tanker Truck
- **F3-I94-P.1820** – Pre-Start Inspection Checklist for Bulldozer
- **F3-I8-P.1820** – Inspection Checklist for Water Tank Truck
- **F2-I94-P.1820** – Pre-Start Inspection Checklist for Tipper Truck
- **F2-I19-P.1820** – Inspection Checklist for LPG Forklift (Liquefied Petroleum Gas)

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 22 of 24 |

Annex A

Safety Violations and Disciplinary Measures for Contractors

Each employee of the Company has the right and obligation to monitor the work safety of external contractors. This can be done systematically through supervision of their work or incidentally when present at the same location.

When a Company employee observes unsafe behavior (referred to as a **safety violation** hereafter), they are required to report it in writing to the Occupational Health and Safety (OHS) Department using the form **F1-P.1880 – Incident Report**. The OHS Department will then initiate a disciplinary procedure.

Depending on the type and repetition of the violation, the disciplinary measures may include:

- Written warning to the Contractor's responsible person (via letter or email)
- Financial penalties in the amount of €20, €50, €70, €100, or €200 (converted to local currency)
- Temporary removal from work
- Termination of activity
- Contract termination

Issued penalties are taken into consideration during the **Annual Contractor Evaluation** in accordance with the Company's internal procedure **R.410 – Contractor Evaluation**. Depending on the severity and frequency of penalties, a contractor may be placed on the **"Blacklist"** due to poor OHS performance.

Certain incidents are subject to detailed investigation, in accordance with the Company's internal procedure **R.1880 – Incident Investigation**.

4 Written Warning

Immediately upon receiving the incident report, the OHS Department records the report, defines corrective actions, and notifies the Contractor's responsible person in writing regarding the violation and necessary corrective measures. No material evidence or witnesses are required to issue a warning.

Typical reasons for a first-time warning during the year include:

- Failure to use mandatory PPE, depending on the workplace and activity
- Beginning work without completing the OHS induction training provided by USJE
- Endangering the safety of others, including:
 - Violating safe driving rules (e.g. speeding, unauthorized parking, wrong-way driving, vehicle defects, mobile phone use, not wearing a seatbelt, unsecured load, unattended running vehicle, etc.)
 - Unsafe work area (e.g. missing safety barriers or signage as per "I4-P.1820 – Work Area Marking Guide", scattered tools or materials)

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 23 of 24 |

- Unauthorized entry into crane halls (violating “I5-P.1820 – Activities in Crane Halls”) or other restricted zones
- Use of unsafe tools and equipment, such as:
 - Improvised tools, damaged or unsecured extension cords, faulty electrical cables, non-certified gas welding equipment, unsafe gas bottle storage, uncertified equipment, damaged ladders, PPE with defects, worn lifting straps or hooks, etc.
- Failure to follow basic safe work procedures such as:
 - “I1-P.1820 – Working at Height”
 - “I3-P.1820 – Hot Work”
 - “I6-P.1820 – Confined Space Work”
 - “I14-P.1820 – LOTO”
 - “I15-P.1820 – Work Permit”
 - “I16-P.1820 – Scaffolding Safety”
 - “I17-P.1820 – Excavation Safety”
 - Starting work without an appropriate permit
- Smoking in prohibited areas, especially near high-risk facilities such as:
 - Solid fuel preparation lines (horizontal and vertical mills), solid fuel storage areas, gas installations, boiler rooms, heavy fuel storage, or the alternative fuel processing line

5 Financial Penalties

The severity of the fine depends on the seriousness and recurrence of the violation and may range between €20 and €200 (in local currency). The amount is determined by the OHS Department in consultation with the Legal Department.

Upon receiving the incident report, the OHS Department checks whether similar violations have occurred previously. If there are grounds for a fine, the OHS Department sends documentation and a proposed penalty to the Legal Department, explaining the rationale (e.g. seriousness, frequency).

Fines are imposed in cases such as:

- Repeated minor violations previously addressed by a warning
- Inappropriate or aggressive behavior
- Endangering general safety of others, leading to a **near miss** or injury to another worker
- Causing material damage to Company property or other Contractors’ property
- Worker under the influence of alcohol or in possession of alcohol
- Employing workers not officially hired by the Contractor
- Combination of environmental and OHS incident (e.g. material spillage due to faulty Contractor equipment or non-compliance with loading/unloading procedures)

6 Penalty / Warning Process and Documentation Flow

- The penalty or warning is recorded in the **E-ARCHIVE system** and distributed to:
 - OHS Department
 - Administration
 - Legal Department
 - Finance Department
 - The Contractor (and Sales Department, if the contractor is a vendor)
- The Finance Department processes the fine by deducting the penalty amount from the next invoice related to the penalized activity
- The warning/penalty is also registered in the **CMS contractor tracking system** by the OHS Department

7 Temporary Removal from Work

A worker or group of workers may be temporarily removed from the factory or mine site under the following circumstances:

| | | |
|---|--|-------------------|
|  | CONTRACTOR MANAGEMENT MANUAL FROM THE OCCUPATIONAL SAFETY PERSPECTIVE | Code: I2-P.1810/6 |
| | | Date: 16/06/2025 |
| | | No. 24 of 24 |

- Lack of necessary personal protective equipment (until provided)
- Lack of essential tools or equipment needed for their job (until provided)
- Inappropriate or violent behavior (temporary up to 6 months, or permanent)
- Willfully endangering personal or others' safety (temporary up to 6 months, or permanent)
- Working under the influence of alcohol (permanent removal)
- Workers not officially employed by the Contractor (until employment is verified)