

# APM Terminals – BIM

## Project Execution

### Project Execution-HSSE specification

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### Sign-off Sheet

<p>Reviewed By:</p> <p>Cinthia Guadalupe</p> <p>S&amp;R Capital Investment Manager</p> <p>Date: 13-03-2026</p>	<p>Reviewer Signature:</p> <p>Signed by:    4D976AD28DF344D...</p>
<p>Approved By:</p> <p>Joram Meijerink</p> <p>Head of Project Execution</p> <p>Date: 13-03-2026</p>	<p>Approver Signature:</p> <p>Signed by:    ED8722009FF741C...</p>

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**Definitions**

Term	Description
<b>Accident</b>	An incident which results in injury and/or ill health to person(s) and which leads to a first aid case, medical treatment case, restricted work case, lost time injury, life altering injury, or fatality
<b>ALARP</b>	As low as Reasonably practicable
<b>Contract</b>	A contractual agreement made between Employer and Contractor
<b>Contractor</b>	<p>A company that provides specialized service to APMT under a contract situation with agreed specifications, terms, and conditions.</p> <p>Any reference to Contractor shall deem to include Suppliers, Vendors, Consultants, Contractor's etc. as referenced in the relevant Contracts, Agreements, Purchase/Work Orders to which this project specification is attached.</p>
<b>Contractor Mode Definitions:</b>	<p><u>Mode C1</u></p> <p>APMT has operational control of the facility and leads and directs the work.</p> <p>The contractor provides people, processes and/or equipment for the execution of the contract under the oversight, instructions, and HSE Management System of APMT.</p> <p><u>Mode C2</u></p> <p>APMT has operational control of the facility, but the contractor leads and directs the work. The contractor provides people, processes, equipment and/or facilities for the execution of the contract, under its own HSE Management System.</p> <p><u>Mode C3</u></p> <p>Work/services provided outside APMT facility where APMT has no operational control and contractor leads and directs the work.</p> <p>Contractor's Management System applies. When needed APMT influences per agreed contract terms &amp; conditions</p>
<b>Damage</b>	An incident which causes damages to assets, buildings, equipment, facilities, infrastructure and/or machinery. Asset Damages could be caused by collisions, explosions, fire, collapses, falls, pressure, electrical energy release, friction, vibration, chemical, earthquakes, weather event, structural damage to structures from impact, erosion, corrosion or cracks, etc
<b>Dojo</b>	A hands on, immersive learning environment where people learn by doing rather than by classroom theory
<b>Employer</b>	<p>APM Terminals</p> <p>Any reference to Employer shall deem to include Buyer, Client, Purchaser etc. as referenced in the relevant Contracts, Agreements, Purchase/Work Orders to which this HSSE Project specification is attached.</p>

<b>Engineer</b>	The person or entity appointed by the Employer to administer the contract, supervise the works, and issue instructions, certifications, and decisions as specified in the contract
<b>Environmental incident</b>	An incident that causes harm to the environment. Including air, water, land, wildlife, or natural habitats
<b>Fatality</b>	A fatality is a death directly resulting from a work-related injury, illness or trauma regardless of the length of time between the incident and death
<b>First Aid Case (FAC)</b>	A work-related injury or illness that resulted in administering only first aid treatment to the injured person and who can carry out all duties for the current scheduled work period. First aid treatment involves one-time, short-term and generally straightforward treatment that does not require advanced medical equipment, or medical training and do not typically require specialist medical care
<b>GEMBA</b>	The actual place where work is performed; visiting the Gemba means going to the worksite to observe operations firsthand, engage with workers, and identify improvement opportunities
<b>Hierarchy of controls</b>	Hierarchy of Controls (most effective → least effective): Eliminate – Remove the hazard. Substitute – Replace with something safer. Engineering – Isolation e from hazard. Administrative – Change work practices. PPE – Protect with personal protective equipment
<b>High Potential Incident(HiPo)</b>	A HIPO (High Potential Incident) is an incident or near miss with the potential to cause a life altering injury or a fatality.  <i>For the Employer an incident with a potential severity of 4 or 5 on the HSE Incident Severity Level Matrix</i>
<b>High Severity Incident (HSI)</b>	Any actual damage to assets or an environment incident with a severity of 4 or 5 on the HSE Incident Severity Level Matrix
<b>Incident</b>	An occurrence, which caused or could have caused a fatality, injury and or ill health to person(s), harm to an environmental receptor (e.g., air, water, land, wildlife or local habitat), asset damage, operational loss, loss of assets or reputational damage
<b>Job Safety Analysis (JSA)</b>	A task-based Risk Assessment process where the job is broken into steps, hazards are identified, controls are defined, and the analysis is discussed and signed off by the team performing the task
<b>Kaizen</b>	Kai=change, Zen = for the better. Kaizen is a continuous-improvement philosophy that focuses on making small, ongoing changes that collectively create major improvements in safety, quality, efficiency, and culture
<b>Life altering Injury (LAI)</b>	Any work-related injury or illness which has a lasting or permanent implication for the injured person affecting their ability to function and/or live as they did before the injury, including their ability to secure or maintain employment



<b>Lost time Injury (LTI)</b>	<p>An LTI is a work-related injury or illness, which results in an individual being unable to carry out any of his/her duties or to return to work within 24 hours following the injury, unless caused by delays in getting medical treatment.</p> <p>An injury is classified as an LTI if the person is discharged from work for medical treatment due to a work-related injury, not caused by a pre-existing condition or a medical illness</p> <p>Note: the period of 24 continuous hours includes rest hours, discharge, sign-off days, weekends, public holidays and days after ceasing employment</p>
<b>Medical Treatment case (MTC)</b>	Work related injury or illness requiring treatment, beyond first aid as provided by a registered medical practitioner but does not result in days away from work on any day after the injury or illness, or restricted duties
<b>Near Miss (NM)</b>	<p>An undesired event or sequence of events and/or conditions, which had the potential to cause harm to:</p> <ul style="list-style-type: none"> <li>• Personnel</li> <li>• Environment</li> <li>• Property</li> <li>• Security</li> <li>• Company reputation, or consequential business loss</li> </ul> <p>It refers to a situation, where partial control was lost, energy was released but no harm occurred.</p> <p>A near miss can also be further classified as a High Potential Incident</p>
<b>Restricted Work Case (RWC)</b>	Work-related injury or illness that prevents an individual from performing their full range of job duties on any day after the injury or illness, is assigned modified tasks or restricted duties until recovery, and does not result in days away from work
<b>Safety Observation</b>	<p>Safety observations identify either positive safety practice or an unsafe act or condition.</p> <p>Unlike a near miss, an unsafe act or condition is still within control, with no energy release having occurred. It represents a potential incident "waiting to happen" if not observed or corrected</p>
<b>Site</b>	The place(s) specified in the Contract for the project
<b>Supplier</b>	A company that provides products, commodities or services to APMT and APMT's contractors
<b>Visitor</b>	A Visitor is any person who enters the Site but is not engaged in project work
<b>Visual Standards</b>	Visual HSSE Instruction
<b>Working at height</b>	Work at height refers to any activity where a person could fall from one level to another and sustain injury if adequate preventive measures are not in place. This includes the use of ladders, scaffolds, MEWPs, rooftops, platforms, near fragile surfaces, around surface openings.

Table 1 Definitions

## Abbreviations

Term	Description
ALARP	As Low As Reasonably Practicable (ALARP)" means reducing risk to a level where any further reduction would require cost, time, or effort grossly disproportionate to the additional benefit gained.
APMT	APM Terminals
BAT	Best Available Techniques (BAT)" means the most effective and advanced methods that are practically suitable to prevent or, where not possible, reduce emissions, environmental impact, and safety risks.
CCTV	Closed-Circuit Television
E(S)IA	Environmental (social) Impact Assessment
FAC	First Aid Case
FIDIC	Federation Internationale des Ingenieurs-Conceils (International Federation of Consulting Engineers)
GHS	The Globally Harmonized System (GHS) defines hazardous goods as chemicals or mixtures that pose risks to human health, physical safety, or the environment, based on internationally standardized criteria. It provides a unified way to classify these hazards and communicate them through labels, pictograms, and Safety Data Sheets.
GDPR	General Data Protection Regulation
HiPo	High Potential Incident
HSI	High Severity Incident
HSSE	Health, Safety, Security & Environment
HSSEMP	HSSE Management Plan (project specific)
ISPS	International Code of Ship and Port Facility Security
ISO	International Standards Organisation
JSA	Job Safety Analysis
JDI	Just Do It
LAI	Life Altering Injury
LTI	Lost Time Injury
MTC	Medical treatment case
OEM	Original Equipment Manufacturer
PPE	Personal Protective Equipment

PTW	Permit to work
RWC	Restricted work Case
SQDC	Safety, Quality, Delivery and Cost. In that specific order of importance

Table 2 Abbreviations

## References

Code	Title
ISO 14001	Environmental management system standard
ISO 45001	International Standard for occupational health and safety management systems
CDM 2015	Construction (Design & Management) Regulations 2015 (UK)
ISPS Code	International Code of Ship and Port Facility Security
ISO 20471:2013	Requirements for high visibility clothing
ILO code of practice	Safety and health in construction

Table 3 References

## 1. INTRODUCTION

APM Terminals (the Employer) sets clear targets to ensure a safe place to work. The employer maintains a leading position in health, safety, security, and environmental management. This commitment is defined in the HSSE Policy and implemented through the Values, the Way of Working, contract clauses and HSSE Management Framework.

## 2. PURPOSE

The purpose of this Safety Specification is to define the mandatory HSSE requirements the Contractor must comply with to prevent harm and ensure consistent, verifiable HSSE performance throughout the Works.

## 3. SCOPE

This Specification applies to activities, personnel, equipment, and subcontractors involved in the execution of the Works under the Contract.

It defines the minimum HSSE requirements that govern planning, mobilisation, execution, commissioning, and demobilisation at all project sites.

Compliance with this Specification does not relieve the Contractor of its obligations under applicable national and local legislation, regulations, and permits. The Contractor complies with all such legal requirements at all times.

## 4. STRUCTURE

The Project Execution HSSE Specification is read together with the applicable Project Employer's Requirements. If there is any inconsistency, the Project Employer's Requirements prevail.



Figure 1 Front sheets

## 5. RESPONSIBILITIES

The Contractor shall minimise and, where possible, eliminate safety risks during all stages of the Works and is responsible for all personnel within areas under its control.

The Contractor shall not obstruct or disrupt others appointed by the Employer, except in the case of an immediate safety or security risk, which shall be reported without delay. The Contractor shall co-operate with the Employer's Personnel, the Engineer, and other contractors to maintain a safe working environment.

### *5.1. HSSE COMMITMENT*

The Contractor shall conduct all operations safely, securely, and with minimal environmental impact, in alignment with the Employer's HSSE Policy. The Contractor shall provide a safe, healthy, secure, and sustainable work environment; comply with all applicable HSSE legal and contractual requirements; embed HSSE risk management in design and all activities; and maintain business continuity through effective HSSE processes.

The Contractor shall apply the following principles in all operations

- People as Experts: Engage frontline personnel to identify HSSE risks and foster open communication
- Lead with Care: Ensure leadership actively supports safe and secure work practices
- Learn and Adapt: Proactively learn from successes and mistakes and implement safeguards before incidents (re) occur
- Be Resilient: Prepare for disruptions, maintain backup capability, and continuously improve response measures

6. HSSE MANAGEMENT SYSTEM

6.1. GENERAL REQUIREMENTS

The Contractor shall maintain a dedicated HSSE management system that ensures appropriate standards are achieved and maintained. This system shall include policies, procedures, and processes that support continuous improvement and cover all aspects of the Works, including subcontractor activities and interfaces with the Employer and other parties. The Contractor shall hold, or work towards achieving, ISO 45001 and ISO 14001 certification or an agreed equivalent.

6.2. SAFETY IN DESIGN

The Contractor shall incorporate safety considerations into all design activities, including temporary works where within the scope of the Works. The Contractor shall design the Works to be safe to construct, operate, maintain, and remove. The Contractor shall identify all foreseeable risks, eliminate them where possible, and document and communicate any residual risks and required controls to the Employer and Engineer.

6.3. RISK MANAGEMENT

The Contractor shall prepare and submit task-related risk assessments for all activities. All risks shall be reduced to ALARP using the hierarchy of controls. Risk assessments and method statements shall be developed in consultation with the workforce. The Contractor shall conduct risk review workshops with the Employer, the Engineer, and key Subcontractors before mobilisation and at least annually. Outcomes shall be recorded in the risk register and aligned with applicable procedures.

Risk assessments shall be submitted to the Employer and the Engineer for approval before commencing the Works. For unforeseen work, a Job Safety Analysis may be used. The Contractor shall prepare JSAs for all high-risk and non-routine tasks. The Contractor shall communicate hazards and controls to affected persons and update information when work or risks change.

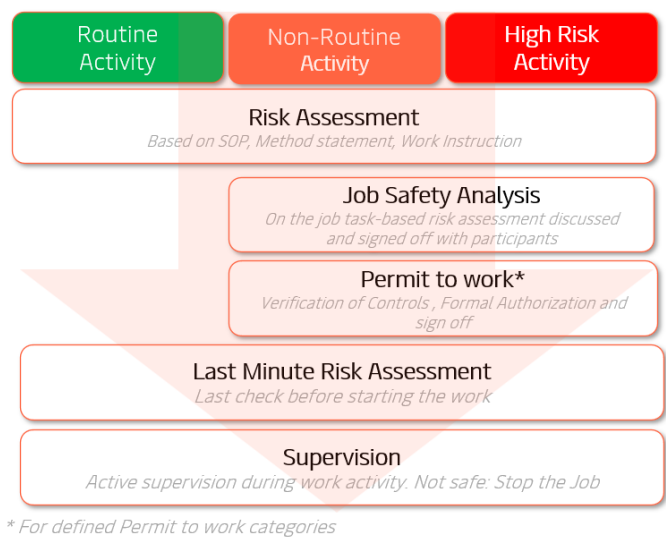


Figure 2 HSE Risk Management overview

A project risk register shall be prepared for approval by the Employer and the Engineer prior to mobilisation and shall cover all project phases and associated hazards.

Changes to agreed controls or new risks shall be submitted to the Employer and the Engineer under the management-of-change process.

The Contractor shall promote and support stop-work authority for all persons on Site.

#### ***6.4. CONTRACTOR AND SUPPLIER MANAGEMENT***

The Contractor shall maintain robust mechanisms to manage all subcontractors, including systems to select and assess their HSSE competence and capability (including pre-qualification); contractual agreements that flow down all applicable APM Terminals' HSSE obligations; effective methods to communicate and monitor subcontractor compliance with the APMT Project HSSE Specification to the Employer and the Engineer; assurance processes to regularly review subcontractor HSSE performance as part of overall performance evaluation and a management-approach document submitted to the Employer and the Engineer explaining how all subcontractors are integrated into the Contractor's approved systems of work.

#### ***6.5. SAFETY OBSERVATIONS***

The Contractor shall implement a structured Safety Observation Programme covering all personnel engaged on the Works. An average of two safety observations per person per month on average shall be achieved as a healthy observation ratio.

All safety observations shall be recorded in the Employer's designated system, irrespective of the Contractor's internal procedures or tools.

#### ***6.6. CONTINUOUS IMPROVEMENT***

To support continuous improvement, the Contractor shall prepare a monthly 'Just-Do-It (JDI) Kaizen' together with the Employer and the Engineer. JDI Kaizens are simple, low-complexity improvements that can be implemented immediately to address recurring issues, eliminate waste, and streamline daily work. Each JDI shall identify an improvement that can be executed without delay and shall be implemented upon agreement.

#### ***6.7. PERMIT TO WORK***

The Contractor shall operate a Permit-to-Work (PTW) process for all high-risk and non-routine activities, including;

- working at height,
- diving,
- heavy/non routine lifting
- confined-space entry
- electrical work
- excavation
- mechanical isolation
- hot work
- work near or over water
- hazardous-materials handling
- simultaneous operations,
- and major equipment-lifecycle milestones (mobilization and demobilization of equipment).

The Contractor maintains a central PTW overview and provides the Employer and the Engineer with all open permits. Before starting any activity, the Contractor verifies the relevant risk assessments or JSAs, method statements, competency and medical-fitness certificates, and evidence of experience.

Where the Works occur within an operational APM Terminals facility, the APMT PTW system applies. If the Employer or the Engineer finds the Contractor's PTW system unsuitable, the Contractor uses the APMT system.

Where multiple contractors operate on the Site, the Contractor establishes a Contractor Coordination Office and appoints a PTW Coordinator as instructed by the Employer. All contractors register and submit required PTW documentation before starting work. The Contractor has no entitlement to cost, time, or other relief for delays arising from incomplete, inaccurate, or late PTW submissions.

### ***6.8. COMPETENCE***

The Contractor shall ensure that all persons performing work for or on behalf of the Contractor are trained, certified, and competent for the tasks they are assigned to undertake. The HSSE Plan shall include a comprehensive Training Matrix identifying the required competencies for all roles and activities.

All training shall be fit for purpose, delivered in an appropriate language, and by methods suitable for the intended audience. The Contractor shall provide periodic on-site training based on project scope, associated risks, and lessons learned from incidents, and shall maintain complete, accurate, and up-to-date training records available for inspection by the Employer and the Engineer at any time."

### ***DOJO***

The Main Contractor shall allocate appropriate budget and maintain a dedicated practical training area (Dojo) for use during site inductions and periodic hands-on training addressing the principal site risks and the associated control measures.

The training concept and layout of the Dojo are submitted in the HSSE Plan to the Employer and the Engineer in advance. Project specific requirements for the Dojo facility are defined in the Employer's Requirements.

### ***6.9. BEHAVIOURAL MANAGEMENT***

The Contractor shall implement a behavioural-safety system that promotes positive safety behaviour, frontline engagement, addresses unsafe acts and conditions, and ensures hazards are communicated to all workers.

### ***Campaigns***

The Contractor shall develop campaigns in response to identified risks, incident trends, and observations, and shall actively participate in Employer-led initiatives, including events such as 'Global Safety Day'. These obligations form part of the Contractor's duties and do not entitle the Contractor to additional payment or time.



## 7. HSSE ORGANISATION

### *7.1. LEADERSHIP*

The Contractor shall demonstrate sustained management commitment to HSSE risk management and full compliance with all applicable HSSE requirements. Senior management shall lead by example and conduct regular leadership engagements to verify that risks are identified and controlled.

At least monthly, senior management shall participate in HSSE activities such as site walkabouts, audits, toolbox talks, or training, coordinated with the Employer and the Engineer. The Contractor shall actively promote HSSE initiatives and maintain records of all leadership engagements, making them available to the Employer and the Engineer upon request.

### *7.2. ACCESS TO COMPETENT ADVICE*

The Contractor shall maintain competent HSSE representation at senior level and appoint sufficient, competent, and suitably empowered HSSE personnel at the Site during all work activities. The Contractor shall retain a dedicated HSSE Manager for the full duration of the Works, acting as the primary focal point to the Employer and the Engineer. Competent HSSE representation shall be present on Site during all operating hours.

The HSSE Manager shall hold appropriate professional qualifications, have at least ten (10) years of proven experience in heavy-industry sectors such as construction, mining, maritime, or oil and gas, and have demonstrated experience on similar-sized projects.

The HSSE team shall be proficient in English and at least one other language used on Site. For smaller contracts, deviations may be permitted only with prior written approval from the Employer.

All appointed HSSE personnel are subject to Employer approval. If any individual is deemed below standard, the Contractor shall replace them promptly at no cost and without impact on safety or schedule. The Contractor shall not replace the appointed HSSE Representative without prior written agreement from the Employer.

## 8. SITE CONTROL

### ***8.1. HSSE INDUCTION***

All personnel entering the Site shall complete a Site HSSE Induction before entry, and no work shall begin until inductions are completed. The Contractor shall maintain induction records and provide them to the Employer or the Engineer upon request.

Personnel entering operational APMT facilities shall complete the APMT HSSE Induction.

Inductions shall be proportionate: unescorted personnel receive a full induction; escorted visitors receive a brief induction covering emergency response, main hazards, and controls.

The Contractor shall deliver a Contractor-specific induction covering scope of work, site rules, task risks, PPE, observation and incident reporting, emergency procedures, code of conduct, and environmental and security requirements.

Inductions shall be provided in English and other Site languages.

The Contractor shall use translated material where needed and apply multimedia and interactive training methods, including a Dojo concept, to ensure understanding.

Proof of induction shall be issued, and annual refresher inductions shall be provided.

### ***8.2. SITE SAFETY BOARD***

The Contractor shall provide a site safety board at each Site entrance displaying project information and relevant HSSE instructions. The design and content of all safety boards shall be developed in consultation with, and approved by, the Employer and the Engineer.

Each workstation shall have a (SQDC) notice board.

### ***8.3. HOUSEKEEPING***

The Contractor shall maintain the Site in a neat, tidy, and orderly condition throughout the execution of the Works and shall promptly rectify any area that becomes untidy, damaged, or unsafe due to its activities or those of its subcontractors.

### ***8.4. ALCOHOL AND DRUGS***

The Employer applies a zero-tolerance policy to alcohol and drugs, and the Contractor shall adopt and enforce the same standard throughout the Works. No vessel, facility, or work location under the Contractor's control shall serve or permit alcohol. The Contractor shall implement a drug and alcohol testing programme in accordance with applicable legislation, and personnel shall disclose to the project's competent health authority any medication that may affect fitness for duty. Any person found under the influence shall be removed from the Site immediately, with all resulting cost, schedule, resource, and support obligations borne by the Contractor. Where the Works occur within an operational APMT facility, the Contractor shall comply with the Employer's testing regime and related requirements."

### ***8.5. WORKFORCE ENGAGEMENT***

The Contractor shall actively engage with its workforce through planned HSSE communication and consultation activities.

The Contractor shall conduct

- daily pre-start safety talks to brief workers of each shift on planned activities and associated risks. Each workstation shall have a (SQDC) notice board, and all safety talks shall be documented
- weekly toolbox talks on relevant HSSE topics and invites the Employer and the Engineer to attend.
- A weekly joint safety Gemba/Walkthrough with its safety management, operational supervisors, the Engineer, and the Employer's HSSE representative.
- The Contractor shall hold periodic worker safety committee meetings with elected worker representatives and shall provide minutes to the Employer.

### ***8.6. HSSE MEETINGS***

The Contractor shall conduct

- kick-off meeting prior to commencing any new scope of work.  
The Employer, the Engineer, and the relevant Contractor personnel are invited. The Contractor will highlight the activity its associated risks, and the required control measures.
- The Contractor holds a monthly safety meeting with the Employer, the Engineer, and all relevant subcontractors. The meeting reviews past performance and reflects on the six-week look-ahead, including forthcoming risks and required controls. Records of attendance, discussions, actions, and close-outs are maintained by the Contractor.

Besides these dedicated meetings, HSSE is integrated into the regular project meeting cadence. The Engineer and the Employer's HSSE representative may decide to intensify or introduce additional HSSE meetings whenever deemed necessary.

### ***8.7. STOP THE JOB AUTHORITY***

The Contractor grants stop-work authority to all personnel. Any person who identifies an immediate risk to health, safety, security, the environment, the Works, or surrounding communities shall stop the activity without delay. No individual acting in good faith shall be penalised. The Employer and the Engineer may also stop any unsafe activity, and work shall not resume until the Engineer provides written authorisation. Valid HSSE-related stoppages do not entitle the Contractor to any claim."

### 8.8. CONSEQUENCE MANAGEMENT

The Contractor shall perform the Works in accordance with the Contract, including all requirements relating to safety, quality, environmental protection, and programme. Failure to comply with these obligations could trigger the following consequence management measures

#### Consequence table

Step	Consequence	Detail
1	Non-Conformity report	Employer or Engineer issue NCR for systematic/severe HSSE non-compliance. Contractor investigates and closes out within specified timeframe; NCR closes only upon written confirmation by the Engineer.
2	Suspension of work	The Engineer may suspend the affected part of the Works if there is an imminent threat to health, safety, or the environment, or if the Contractor fails to close out a non-conformity within the specified deadline. Such suspension is at the Contractor's cost and risk
3	Senior management escalation	If non-compliance is repeated or serious concerns persist, a meeting is held with the Contractor's Senior management representative. The agreed action plan and potential penalties are recorded in writing
4	Withholding payment	If the action plan agreed during the senior-management escalation is not implemented, payment may be withheld by the Employer.
5	Termination of contract or scope	Termination of the Contract or any part of the Works may be applied as the ultimate remedy in cases of repeated or serious HSSE non-compliance where the Contractor refuses to improve and obstructs a safe and constructive resolution

Table 4 Consequence table

#### Sanctioning

The Contractor ensures that all personnel comply with HSSE rules and procedures at all times.

The contractor shall apply a three-step escalation process for generic safety violations.

Step	Consequence	Detail
1st	Verbal warning to contractor	Contractor will make a note in the personal file of the employee
2nd	Written warning	A verbal conversation with the relevant site manager and a letter will be provided to the employee highlighting the breach and consequences of repetition
3rd	Removal from site	Continued breach of site rules may result in the expulsion of the responsible person from the Employer's location
Serious	Removal from site	Violence, alcohol and drug use above legal limits/on site, and the deliberate taking of life-threatening unsafe acts may lead to immediate expulsion from the Employer's location

Table 5 Sanctioning 3 step approach

The Engineer or the Employer may assume this responsibility from the Contractor if the Contractor fails to fulfil the required expectations.

### 8.9. PERSONAL PROTECTIVE EQUIPMENT

The Contractor ensures that personal protective equipment is provided at no cost to the workforce, used consistently, maintained in good condition, and compliant with all relevant legislative and international standards.

All personnel entering the construction zone wear, as a minimum

- safety helmet,
- high-visibility vest, displaying the contractor's company logo
- safety boots with steel toes non-slip properties, and puncture-resistant soles. (S3 or equivalent),
- safety glasses that shall be in the worker's possession at all times and available for immediate use
- Long trousers and sleeved upper garments

The Contractor provides task-specific PPE based on a risk-based assessment of the activity. This includes;

X= Mandatory	Hard Hat	Safety Footwear	High Visibility clothing	Safety Glasses	Life Jacket	Wide View Goggles	Face Shield/Mask	Ear Protection	Gloves	fall arrest system	Welding Mask	Respiratory	Gas Meter	Chin Strap
Activities	Standard				Job specific									
General activities	x	x	x											
Working above/near water	x	x	x		x									
Mechanical works (maintenance/repairs)	x	x	x	x			x	x						
Painting / handling chemicals	x	x	x	x		x	x		x					
Grinding	x	x	x	x			x	x	x					
Sanding, nail gun	x	x	x	x			x	x	x					
Working in enclosed spaces	x	x	x									x	x	
High pressure cleaning	x	x	x	x		x		x	x					
Working at height	x	x	x							x				x
Manual handling	x	x	x						x					
Electric welding, gouging	x	x	x						x		x			

**Table 6 PPE Matrix**

All PPE meets recognised international standards, including applicable ANSI, EN, or ISO requirements.

The Contractor ensures that personnel are trained in the correct use, care, and limitations of PPE and that defective or damaged equipment is replaced immediately.

Supervisors remain responsible for enforcing PPE compliance and verifying that workers use the required PPE appropriate to their task and work environment.

### ***8.10. PLANT, EQUIPMENT, AND MATERIALS***

All Goods, Materials, Plant, and Contractor's Equipment used in the Works shall be fit for purpose, safely operated, and maintained in a serviceable condition.

The Contractor shall maintain a system to ensure the safety, suitability, and compliance of all equipment and substances purchased or hired for the Works.

All equipment shall be maintained with up-to-date records, and its status shall be verifiable in the field through a QR-code system or an equivalent platform accessible to the Employer and the Engineer.

Equipment brought to Site shall comply with the following: mobile and powered plant shall have supporting documentation (including specifications, maintenance logs, insurance, and inspection records), undergo pre-acceptance and assembly inspections, complete pre-start checks in accordance with OEM instructions, and receive periodic inspections as required by risk assessments, OEM guidance, and project inspection schedules.

Any areas used for maintenance or servicing shall be agreed with the Employer in advance, segregated from work zones and traffic routes, and equipped to prevent environmental contamination. A risk assessment shall be submitted covering the suitability of the area and associated workshop activities.

Only authorised, competent personnel shall operate, maintain, test, inspect, or certify equipment. For complex or non-routine maintenance, mobilisation, demobilisation, or repair activities, a Job Safety Analysis shall be prepared in accordance with manufacturer requirements.

Tools, plant, and equipment shall not be loaned, borrowed, or shared between Contractors. The Employer may inspect and reject any equipment deemed unsafe, non-compliant, or unsuitable. The Contractor shall remove and replace such equipment without cost or delay.

## **9. HSSE MONITORING, ASSURANCE AND OVERSIGHT**

The Contractor's HSSE performance is subject to continuous monitoring. Contractor HSSE management conducts formal monitoring activities to verify that HSSE plans and procedures are effectively implemented, that HSSE performance reports are accurate, consistent, and submitted within required deadlines, that risk-control measures remain suitable and effective, that supervisory monitoring is active in the field, and that leading and lagging indicators are regularly reviewed and acted upon. Monitoring activities include workplace inspections, safety observations, management site walks, task-specific risk-control verification, reviews of HSSE statistics and trends, and internal or external inspections.

### ***9.1. READINESS REVIEW***

Before commencing any new scope of the Works, the Contractor undergoes a Readiness Review using the Employer's Safe-to-Start process to verify that all HSSE, technical, operational, and procedural requirements are in place.

The Contractor demonstrates that personnel, equipment, documentation, risk assessments, method statements, permits, and controls are fully prepared and suitable for the planned activities.

The Employer and the Engineer may require corrective actions where readiness gaps are identified.

### ***9.2. INSPECTIONS***

The Employer, the Engineer, and their representatives may inspect the Works, the Site, and all related documentation, plant, equipment, and activities at any time.

The Contractor shall provide full access and ensure a competent representative is present during all inspections.

A joint inspection calendar shall be established and maintained by the Contractor and the Employer to plan weekly inspections and assurance activities.

Any unsafe conditions, non-conformities, or deficiencies identified shall be made safe immediately and corrected within the timeframe set by the Employer or the Engineer.

Where imminent danger exists, the Employer or the Engineer may instruct the Contractor to stop work or evacuate personnel without liability for cost or time.

Follow-up inspections may be conducted to verify closure.

Inspections and approvals do not relieve the Contractor of its obligations for the safety, quality, and compliance of the Works.

### ***9.3. AUDITS***

The Contractor establishes and maintains a documented internal HSSE assurance programme.

#### ***Internal***

This programme includes internal HSSE audits conducted at least quarterly and covering all HSSE elements of the project. The Contractor verifies adherence to applicable legal requirements, the Employer's Project HSSE Specifications, the HSSE Management Plan(s), and all subcontractor and supplier HSSE obligations. The Contractor includes an updated audit calendar within the HSSE Management Plan and maintains this calendar throughout the execution of the Works.

***External***

The Contractor appoints external, registered, competent, independent, and internationally recognized auditors to conduct yearly HSSE audits of the Site and the Works. The Contractor submits an annual audit schedule to the Employer and Engineer.

All audit findings are submitted immediately to the Employer and the Engineer.

Outcomes of each audit are reviewed and discussed within one month at regional or global Contractor level together with the Employer's head-of-portfolio representative to agree on the support required to drive local improvement.

The Employer and the Engineer are entitled, at any time, to conduct their own HSSE audits of the Site and the Works.

***Contractor evaluations***

The Employer and the Engineer shall organise Contractor evaluations during the execution of the Contract and upon completion of the Works to assess the Contractor's performance, including HSSE compliance, progress, quality, and overall effectiveness.

***9.4. HSSE OVERSIGHT BY THE EMPLOYER AND THE ENGINEER***

The Employer and the Engineer reserve the right to conduct announced and unannounced inspections, to participate in the Contractor's HSSE audits, and to attend toolbox talks and HSSE meetings.



## 10. CONTROLLING PROJECT RISKS

### 10.1. FATAL 5

Within APM Terminals, Fatal 5 is the campaign addressing the most recurring high-risk scenarios with significant fatality potential, including:

- Transportation;
- Suspended Loads and Lifting Operations;
- Working at Height;
- Stored Energy
- Control of Contractors.

#### *Transportation*

The Contractor identifies and manages all transportation-related hazards and risks.

The Contractor prepares, implements, and maintains a Construction Traffic Management Plan covering vehicle routes, pedestrian routes, traffic flow, signage, loading and unloading areas, equipment movement, speed controls, reversing controls, and emergency arrangements. The Contractor submits the Traffic Management Plan to the Employer and the Engineer for review before starting the Works and keeps it updated throughout the construction phase.

The Contractor establishes dedicated pedestrian walkways physically separated from vehicular traffic and maintains them free from obstructions, adequately lit, and clearly signposted.

The Contractor installs hard barriers to provide physical separation between pedestrians and construction traffic. Hard barriers consist of concrete barriers, steel barriers, or other systems with equivalent impact resistance approved by the Employer or the Engineer. The Contractor positions, anchors, and maintains all barriers to prevent movement, deformation, or bypassing, and keeps them in place until the Engineer instructs their removal.

The Contractor implements safe and efficient operation of all vehicles and mobile equipment, maintains current traffic-management procedures, manages operator fatigue, and ensures effective communication between operators, pedestrians, and supervisors. All personnel wear high-visibility clothing.

The Contractor minimises reversing through forward-motion planning, designated turning areas, and one-way systems. Reversing only occurs where no reasonable alternative exists. The Contractor provides safe transport for personnel between the site compound and designated work areas.

All vehicles, mobile equipment, and heavy machinery operate with uninterrupted 360-degree visibility, or advance collision prevention systems. Operators must be able to observe a 1.5-metre-high object at 1 metre from any point around the equipment. Only equipment meeting this visibility requirement is used on Site.

### *Suspended loads and lifting*

The Contractor identifies and manages all hazards and risks associated with suspended loads and lifting operations.

The Contractor eliminates or controls all risks to personnel working near lifting areas. The Contractor removes vulnerable positions and ensures personnel do not enter crush zones, fall zones, or any area beneath or adjacent to a suspended load.

The Contractor uses appropriate lifting equipment and safe systems of work to minimise the likelihood of injury from swinging, shifting, or falling loads.

The Contractor ensures that all lifting equipment is inspected by authorised personnel and maintains valid inspection records at all times.

Lifting equipment is not used if inspection is overdue, incomplete, out of date, or if any defect, damage, or malfunction is identified.

The Contractor categorises all lifts correctly and prepares job-specific lift plans and Permit to Work documentation for all non-routine and critical lifts. All lifting operations are executed strictly in accordance with the approved lift plan.

The Contractor appoints competent and clearly identifiable Persons in Charge for all lifting activities.

The Contractor uses certified lifting appliances and lifting accessories marked with the Safe Working Load (SWL) or Working Load Limit (WLL).

The Contractor establishes and maintains exclusion zones and controls preventing personnel from entering crush zones or passing beneath suspended loads.

The Contractor complies with OEM requirements, operating limits, and weather-related restrictions at all times.

The Contractor ensures that all lifting configurations, lifting equipment, and load-handling arrangements maintain adequate stability at all times during preparation and execution of the lift.

The Contractor verifies stability calculations, equipment configuration, and load distribution before commencing any lifting operation.

Lifting operations do not proceed if the load, rigging arrangement, or equipment stability cannot be maintained under all expected conditions, including wind, movement, or positional changes.

Any lift for which stability cannot be assured is suspended until corrective measures are implemented.

The Contractor classifies all dynamic and offshore lifts as critical lifts.

The Contractor prepares a job-specific lift plan and verifies that equipment, rigging, and lifting configurations are suitable for dynamic conditions.

The Contractor ensures that environmental and vessel-motion limits remain within the parameters defined in the approved lift plan.

The Contractor establishes exclusion zones and prevents personnel from entering these zones during the lift.

The Contractor suspends the lift if stability, control, or environmental conditions cannot be maintained.

### ***Working at Height***

The Contractor eliminates or reduces the need for working at height wherever practicable and identifies, assesses, and controls all associated hazards and risks by implementing safe systems of work with appropriate fall-prevention and fall-protection controls.

The Contractor ensures that all workers are trained and competent and that only safe, suitable and certified equipment is used.

Elevated work platforms and scissor lifts require full-body harness use, verified operator competency, movement only at safe height in accordance with OEM instructions, and a strict prohibition on stepping out of suspended platforms.

Scaffolding is erected and tagged by competent persons, structurally sound, secured, fitted with guardrails and toeboards, anchored, used only on level surfaces, not moved with persons or materials onboard, kept clear of electrical hazards, and inspected after adverse weather

Ladders are used only on stable ground with non-slip feet, set at a 75° angle, extending 1 metre above the landing point, inspected, secured or footed, and limited to a maximum height of 7.5 metres and a maximum standing time of 4 hours for ladders and 6 hours for mobile stairs. Applied force during ladder use must not exceed 100 N

Safety cages are used only where no safer equipment is available. Their use requires continuous harness attachment, a certified cage, reduced equipment speed, a secondary attachment, certified anchor points, prohibition during adverse weather, and correct load assumptions when using multi-leg slings. The Contractor notifies the Employer and the Engineer of the intended use of a safety cage and submits a written justification demonstrating that no other suitable equipment is available for the task.

The Contractor secures all temporary and permanent openings, including floor openings, roof openings, wall penetrations, shafts, and manholes, and clearly marks all hazardous areas. Openings larger than 1 m<sup>2</sup> are protected by complete guardrail systems or barriers, and openings smaller than 1 m<sup>2</sup> or irregular in shape, including manholes, are covered with load-bearing plates that are fixed to prevent movement, are capable of supporting expected loads, and are clearly marked with fall-hazard warnings. The Contractor ensures that guardrails have posts and fixings in good condition, maintains post spacing suitable for the selected guardrail material, and uses guardrail designs appropriate for the distance to the roof or floor edge.

### ***Stored Energy***

The Contractor identifies all hazardous energy sources and conducts risk assessments for all activities involving stored energy. The Contractor develops, implements, and maintains isolation and Lockout-Tagout (LOTO) procedures appropriate to the Works. The Contractor tags all isolation points, controls associated hazards, and tests, monitors, and maintains the effectiveness of all equipment isolation procedures. The Contractor provides and maintains

LOTO equipment suitable for the Works and ensures it is used correctly by competent personnel.

### ***Control of contractors***

The Contractor engages only subcontractors who possess the required competence, HSE capabilities, and legal registrations. The Contractor coordinates and exchanges all safety-related information with the Employer, the Engineer, other contractors, and affected parties before commencing work.

The Contractor ensures that all workers receive appropriate induction and task-specific training before starting work and whenever conditions change. The Contractor complies with all project HSE requirements; the Employer or the Engineer may suspend or stop any unsafe work until corrective measures are implemented.

## ***10.2. OTHER CRITICAL PROJECT ACTIVITIES***

### ***Electrical works***

The Contractor ensures that all electrical installations, equipment, distribution systems, and temporary supplies are designed, installed, operated, inspected, and tested by competent persons in accordance with applicable laws and recognised standards. The Contractor provides protection against electric shock, fire, explosion, proper earthing/grounding, and ground-fault protection on all circuits. The Contractor inspects all electrical equipment before use, periodically during operation, and after repairs or abnormal events, and removes defective equipment from service until made safe. The Contractor implements lockout/tagout procedures for all electrical work and proves equipment de-energised before access, unless live work is explicitly justified and protected with engineered controls and competent supervision. The Contractor provides appropriate PPE and insulated tools for all electrical tasks and ensures only authorised workers operate or connect electrical systems. The Contractor maintains clear signage, barriers, and warnings around energised conductors, overhead lines, and hazardous areas, and establishes and communicates emergency arrangements including first-aid and electric-shock response. The Contractor protects all electrical installations and equipment against water ingress, dust, mechanical damage, and other adverse environmental conditions expected on the construction site.

### ***Excavations***

The Contractor plans all excavation works, verifies ground stability, and assesses impacts on adjacent structures before starting work.

The Contractor locates, positively identifies, and marks all underground utilities using competent detection methods, including cable locators, ground-penetrating radar, trial pits, or other approved techniques, and maintains up-to-date utility maps accessible to all staff involved in earthmoving activities.

The Contractor shuts off or disconnects hazardous utilities, where possible.

The contractor ensures that utilities are protected, supported, clearly marked, and monitored throughout the excavation.

The Contractor establishes utility-exclusion zones, controls mechanical excavation near utilities with defined approach distances, and uses hand-digging or vacuum excavation within the final approach zone unless the Employer or the Engineer approves an alternative method.

The Contractor clears all obstructions and confirms the area is free from hazardous chemicals, gases, contaminated soil, waste including asbestos, and unexploded ordnance.

The Contractor inspects excavations before each shift, after interruptions, after unexpected ground movement, after support damage, and following heavy rain, frost, or snow. The Contractor prevents loads, plant, or equipment from being placed near excavation edges without engineered measures to prevent collapse, installs barriers or stop blocks to prevent vehicle entry, and ensures heavy vehicles operate only where the support system is specifically designed for such loads. Where excavations may affect structural stability, the Contractor implements all necessary measures to prevent settlement or collapse. The Contractor provides safe means of access and egress to all excavations.

### ***Diving activities***

The Contractor minimises the scope of diving activities by using available technologies such as remotely operated vehicles (ROVs) wherever practicable

The Contractor carries out all underwater inspections and works using certified and qualified divers and submits all diving certifications to the Employer and the Engineer, keeping them available for inspection at all times. The Contractor undertakes all diving activities in accordance with applicable laws and recognised professional diving standards, including the IMCA International Code of Practice for Offshore Diving (IMCA D 014).

The Contractor notifies the Employer at least 48 hours before any intended water entry.

The contractor prepares a dedicated emergency response plan specific to dive activity. The Contractor prohibits lone working in the water and provides a standby diver ready for immediate rescue at all times. A safety boat with a minimum of two crew remains within 100 metres of the work front or dive zone for the duration of the activity. The Contractor prepares and reviews a method statement and risk assessment for each diving task and ensures all involved personnel understand and agree to the documented controls.

The Contractor's HSSE Representative, or delegated HSSE personnel, is present for the full duration of the activity.

### ***Piling works***

The Contractor carries out all piling works under the supervision of a competent person and uses equipment that is inspected, maintained, and safe for operation, including hammers, drills, leads, and driving accessories.

The Contractor verifies ground conditions, obstructions, and nearby structures before [position piling equipment and implements all necessary precautions to prevent collapse, movement, or damage to adjacent works or facilities.

The Contractor maintains exclusion zones around piling operations and ensures personnel remain clear of suspended loads, impact zones, and potential debris-flight paths.

The Contractor lifts reinforcement cages only using the official lifting point and ensures that all welded lifting provisions are factory-designed, calculated, verified by pull testing, and

installed by a certified welder. The Contractor lifts and couples reinforcement cages strictly in accordance with the supplier's instructions.

The Contractor controls noise, vibration, and airborne hazards arising from pile-driving activities and implements engineering or procedural controls where risks are present.

### ***Concrete works***

The Contractor ensures that all concrete works, including formwork, reinforcement, placing, vibration, and curing, are carried out using sound materials, stable support systems, and properly designed temporary works capable of resisting all imposed loads.

The Contractor provides safe bar-bending and cutting machines and ensures that only trained and authorised personnel operate this equipment.

The Contractor appoints a competent person to inspect formwork, shoring, propping, reinforcement, working platforms, and access routes before each pour, after any modification, and whenever conditions change, and does not use defective systems.

The Contractor provides safe access and working platforms and ensures there is no risk of falls, collapse, tripping, slipping, or contact with moving equipment during concrete placement and finishing. The Contractor ensures that concrete placing operations do not overload formwork or cause instability and suspends work immediately if deformation, movement, or failure is detected.

The Contractor ensures that mixers, pumps, vibrators, and other mechanical equipment are operated only by competent workers and provides protection against electrical hazards, entanglement, flying particles, and noise or vibration exposure.

The Contractor implements controls to manage environmental hazards, including water ingress, unstable excavation faces, and weather effects, and ensures suitable curing conditions that do not compromise worker safety.

The Contractor prohibits loading, backfilling, or construction on freshly cast concrete until adequate strength is achieved and confirmed by a competent person. The Contractor ensures that workers use required PPE, including head protection, gloves, eye or face protection, and waterproof clothing where cement exposure risks exist, and provides washing facilities to prevent cement-related skin injuries. The Contractor maintains complete records of inspections, pour sequences, equipment checks, and unsafe conditions or incidents during concrete operations.

The Contractor prevents uncontrolled discharge of concrete wastewater and cement-contaminated runoff and implements systems to contain, collect, and treat all washout water from mixers, pumps, tools, and equipment.

The Contractor establishes designated washout areas with impervious bases and containment sufficient to prevent ground or surface-water contamination and ensures these areas are clearly marked, protected, and used exclusively for concrete washout activities. The Contractor removes concrete sludge, residues, and solids from washout areas before capacity is exceeded and disposes of concrete waste, hardened material, and surplus concrete in accordance with applicable laws and project waste-management requirements. The Contractor prohibits washing out equipment, chutes, hoses, or tools on the ground, in excavations, drainage systems, waterways, or any unprotected surface. The Contractor implements controls to prevent cementitious materials from entering stormwater systems, and rectifies any spill or release immediately. The Contractor maintains records of washout management, concrete waste disposal, and any environmental incidents arising from concrete operations.

### *Fueling*

The Contractor conducts all fueling with engines switched off, prohibits ignition sources, provides a fire extinguisher at each fueling point, and prevents and cleans spills immediately. The Contractor stores fuels only in approved, labelled, spill-protected tanks with secondary containment and inspects storage areas regularly.

Only trained and authorised personnel carry out fueling operations, and all hoses, tanks, caps, and connections are kept in good condition. All personnel involved are trained in fire prevention, spill response, emergency procedures, and safe handling of flammable liquids.

All personnel involved are trained in fire prevention, spill response, emergency procedures, and safe handling of flammable liquids.

### *Working with Hazardous goods*

The Contractor manages all hazardous goods and hazardous substances brought to, stored on, handled, or used at the Site in accordance with applicable laws and recognised industry practice.

The Contractor substitutes, wherever practicable, hazardous materials with less harmful alternatives to protect worker health and the environment, in accordance with the hierarchy of controls.

All hazardous substances are clearly labelled (GHS) and supported by up-to-date Safety Data Sheets, and the Contractor maintains a current inventory of all such materials.

The Contractor stores hazardous goods in secure, ventilated, and segregated areas suitable for their properties and protects them from ignition sources or accidental release. The Contractor shall store all fuels, oils, paint and chemicals in impermeable, bunded areas with a minimum containment capacity of 110% of the largest vessel.

Containers remain intact, correctly labelled, and are handled only by competent workers, and transport is carried out using suitable containers and vehicles that prevent spills, contamination, or fire. Smoking and open flames are prohibited in all hazardous-materials areas.

Spills shall be contained, cleaned and reported immediately. all personnel shall be trained in spill-response procedures

### ***Building works***

The Contractor ensures that all workplaces are stable, secure, and clearly marked where hazards exist. The Contractor maintains safe access and egress at all times and keeps work areas free from obstructions and slipping hazards. The Contractor ensures the stability of all temporary and permanent works, including scaffolding, shoring, and formwork, through competent supervision and regular inspection, and controls fall risks using guardrails, covers, safety nets, or personal fall-arrest systems, with exclusion zones and protective measures to prevent injury from falling materials. The Contractor implements fire-prevention measures, including safe storage of flammables, removal of ignition-prone waste, prohibition of smoking, and provision of maintained extinguishers, alarms, and evacuation routes. The Contractor provides adequate natural or artificial lighting, including emergency lighting where required.

### ***Demolition works***

The Contractor plans, assesses, and supervises all demolition works using competent persons and conducts a structural and hazard survey before starting work to identify instability, hazardous substances including asbestos, flammable materials, live services, and falling-object hazards. The Contractor completes all required disconnections, isolations, and decontamination in advance and executes demolition in a controlled sequence that maintains structural stability at all times. The Contractor establishes exclusion zones, fencing, and overhead protection and installs catch platforms, debris nets, or equivalent systems where required to safeguard workers and the public. Hazardous materials encountered during demolition, including asbestos, are removed using specialised procedures by trained personnel under controlled conditions with appropriate containment, PPE, and approved disposal methods. The Contractor ensures that demolition plant and equipment are used only by trained workers in accordance with safe work procedures and minimises fire and explosion risks by isolating and purging flammable materials and controlling ignition sources.

### ***Hot works***

The Contractor carries out hot work, including welding, flame cutting, soldering, or any activity producing heat, sparks, or ignition, only under controlled and safe conditions and prohibits hot work unless the area is inspected, cleared of combustibles, and made safe for ignition sources. The Contractor removes flammable materials, oily rags, waste, and debris from the hot-work area and provides adequate ventilation to prevent fumes and flammable atmospheres. Suitable fire-extinguishing equipment is available at all times, and a fire watch is assigned during and after hot-work activities.

The Contractor ensures that all hot work equipment used for the Works is fit for purpose, maintained in safe operating condition, and inspected before use. Oxy-acetylene cutting and welding equipment is equipped with certified flashback arrestors on both the oxygen and acetylene lines, as well as non-return valves, pressure regulators, and approved hoses in good condition. All cylinders are secured in an upright position, transported using designated



trolleys, and stored in accordance with applicable fire safety requirements. Only trained and authorised personnel operate hot work equipment, and equipment is removed from the Site if found defective or unsafe. The Contractor issues a permit to work for all hot works conducted outside dedicated welding workshops.

### ***Working near or over water***

The Contractor plans and executes all work near or over water to prevent drowning, falls, and uncontrolled access to hazardous water areas.

The Contractor provides suitable physical protection, including guardrails, secure platforms, walk/gangways, or fall-prevention systems wherever a fall into water may occur, and ensures all workers wear appropriate personal flotation devices. Workers are trained in emergency procedures, including water rescue and safe evacuation, and rescue equipment, lifebuoys, and retrieval devices are positioned at clearly marked, accessible locations.

All boats and floating equipment are maintained in safe condition, equipped with railings, life-saving appliances and emergency communications, and operated only by competent personnel. Access to floating platforms, barges, or marine equipment is controlled to prevent slips, trips, and falls. Safe gangways, jetties, and transfer arrangements are used.

The Contractor provides a safety boat, crewed and operational whenever work occurs in or over water, unless otherwise agreed by the Employer or the Engineer.

The safety boat is:

- a) in good working condition;
- b) capable of a minimum speed of six (6) knots
- c) large enough to accommodate one person on a stretcher attended by four personnel
- d) Fully licensed
- e) Fitted with:
  - (i) grab lines around the hull;
  - (ii) a boat hook;
  - (iii) two life belts, including one with a buoyant line;
  - (iv) an over-side portable access ladder;
  - (v) a first-aid kit with survival blanket;
  - (vi) a VHF radio for communication with maritime authorities and Contractor shore staff;
  - (vii) a serviced fire extinguisher;
  - (viii) a searchlight;
  - (ix) a man basket or equivalent for transporting injured persons by boat or crane;
  - (x) two spare lifejackets.

### ***Marine works***

The Contractor designs, operates, and maintains floating platforms, barges, and flotation devices to prevent drowning, crushing, capsizing, or loss of stability and ensures all floating equipment is structurally sound, safely accessible, and maintained to provide safe footing, clear walkways, and unobstructed movement for personnel. The Contractor invites the

Employer or the Engineer to carry out pre-mobilisation inspections of main marine equipment and performs joint on-arrival inspections with the Employer and the Engineer.

The Contractor addresses all navigational risks in the relevant risk assessment and obtains all required maritime clearances and permits for floating crafts.

The Contractor complies with Port Authority requirements for access, communication, and notification for all marine works.

### ***Night works***

The Contractor conducts a nightwork-specific risk assessment before starting work and provides adequate lighting, effective supervision, reliable communication, and measures to prevent worker isolation. The Contractor applies fatigue-risk assessment to all night-shift arrangements and implements required fatigue-control measures. The Contractor provides health assessments to monitor potential health impacts associated with night work and integrates all night-work controls into the Construction HSSE Plan.

## 11. WELFARE ARRANGEMENTS

### 11.1. GENERAL REQUIREMENTS

The Contractor provides, operates, cleans, stocks, and maintains adequate welfare facilities at or within reasonable access of every workplace, proportionate to workforce size and duration, at no cost to workers. More stringent local law prevails. Welfare facilities are accessible to all workers without discrimination and include separate private facilities for women and men where applicable.

The Contractor positions Site welfare units in consultation with the Employer and other operational stakeholders and manages traffic to ensure segregation of pedestrians and vehicles.

### 11.2. Minimum Provision

The Contractor provides, as a minimum, the following segregated facilities sized to peak workforce:

No of persons	Toilets & Washing facilities	Lockers and changing facilities	Rest facilities
1–5	2	Pro-Rata for the number and size of the workforce	Pro-Rata for the number and size of the workforce
6–25	4		
26–50	6		
51–75	8		
76–100	10		
101–150	12		
151–200	14		

**Table 7 Minimum Welfare provisions**

Where work creates skin-contamination risks, the Contractor provides sufficient showers with hot and cold water and appropriate cleaning products.

### 11.3. TOILETS

The Contractor provides flushing toilets with running water connected to mains systems, or self-contained units where this is not practicable. Portable chemical toilets are permitted only where no other adequate provision exists. Toilets are ventilated, lit, clean, and stocked with consumables. Facilities used by women include sanitary waste disposal. Toilets are located within 200 m or five minutes' travel.

### 11.4. WASHING FACILITIES

The Contractor provides washing facilities adjacent to toilets and changing areas, including clean hot and cold running water, soap, hygienic drying means, adequate ventilation and

lighting, and sinks sized for washing face, hands, and forearms. Unisex showers are permitted only in separate lockable rooms used by one person at a time.

#### ***11.5. DRINKING WATER***

The Contractor provides readily accessible, safe drinking water meeting national potable water standards, supplied from mains where possible or bottled where not. Stored water is protected against contamination. Drinking points are clearly marked and equipped with suitable drinking vessels unless a fountain is provided.

#### ***11.6. CHANGING ROOMS AND LOCKERS***

The Contractor provides secure arrangements for storing personal clothing and PPE, with gender-segregated changing areas. Contaminated work clothing is stored separately. Facilities allow safe drying of wet clothing without creating fire hazards.

#### ***11.7. REST FACILITIES***

The Contractor provides on-site rest facilities that offer shelter, seating with backs, and adequate heating or cooling. Rest areas are not used for storing equipment, plant, or materials.

#### ***11.8. SMOKING AREAS***

The Contractor prohibits smoking in all work zones and establishes designated smoking areas with fire-safe receptacles and clear signage. Smoking-area housekeeping is maintained, and compliance is enforced across all contractors and subcontractors.

#### ***11.9. CANTEEN AND FOOD PROVISION***

The Contractor establishes adequate food-provision arrangements, including canteens or licensed suppliers. All food-service facilities are kept clean, hygienic, and pest-free, with proper waste-management systems. Sanitation inspections are carried out, and records are made available to the Employer or the Engineer.

#### ***11.10. WORKERS ACCOMMODATION***

Where accommodation is provided, the Contractor invites the Employer to inspect. Contractor ensures separate beds, gender-segregated rooms, personal lockers, potable water, sanitary and washing facilities, proper ventilation and heating or cooling, and access to canteens and recreation areas. Accommodation is inspected regularly for cleanliness, maintenance, and fire-safety compliance.

#### ***11.11. LABOUR CAMPS***

Where labour camps are established or occupied, the Contractor provides and maintains the following minimum requirements:

- a) Adequate drainage without endangering water supplies.
- b) Clean, sanitary internal and external areas.
- c) Buildings and fixtures in good repair; min. 4.6 m<sup>2</sup> floor space per occupant and 2.1 m ceiling height.
- d) Non-combustible or fire-resistant construction (≥1 hour).
- e) Bunk beds with ladders and rails; no triple-deck bunks.

- f) Windows and climate-appropriate heating/cooling/ventilation.
- g) Safe installation of heating, cooking, and water-heating equipment.
- h) Daily hygiene and maintenance inspections; bedding cleaned weekly.
- i) Potable water supply approved by health authorities.
- j) Adequate dedicated toilet rooms.
- k) Fly-tight, rodent-tight waste containers emptied at least twice per week.
- l) A separate kitchen and dining hall of adequate size.
- m) Proper food-handling PPE and sanitation practices.
- n) Effective pest-control measures using approved chemicals.
- o) Safe disposal of waste and chemicals.
- p) Adequate first-aid facilities.
- q) Immediate reporting of suspected communicable diseases to the health authority
- R). Internet connection

## 12. INCIDENT MANAGEMENT

The Contractor promotes a transparent incident-reporting culture and encourages the reporting of all incidents including near-misses within its workforce to support continuous learning and improvement across the Works.

Type	Incident notification	Initial Report	Investigation	Learning pack/ Teams
<b>Fatality</b>	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	Within 28 days (where possible)	Within 30 days on Employers template
<b>High Severity</b>	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	Within 28 days	Within 30 days on Employers template
<b>High Potential</b>	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	Within 28 days	Within 30 days on Employers template
<b>Life Altering Injury</b>	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	Within 28 days	Within 30 days on Employers template
<b>Lost Time Injury</b>	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	Within 28 days	Within 30 days on Employers template
<b>High Severity Incident</b> (Damage-Environmental)	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	Within 28 days	Within 30 days on Employers template
<b>Restricted work case (RWC)</b>	-	Within 24 hours in Employers dedicated incident reporting system	-	-
<b>Medical treatment case(MTC)</b>	-	Within 24 hours in Employers dedicated incident reporting system	-	-
<b>First aid case (FAC)</b>	-	Within 24 hours in Employers dedicated incident reporting system	-	-
<b>Near Miss</b>	-	Within 24 hours in Employers dedicated incident reporting system	-	-
<b>Damage</b>	-	Within 24 hours in Employers dedicated incident reporting system	-	-
<b>Environmental</b>	-	Within 24 hours in Employers dedicated incident reporting system	-	-
<b>Security</b>	Immediate to the Engineer and the Employer's Project Director and HSSE Manager	Within 24 hours in Employers dedicated incident reporting system	TBD.	-

Table 8 Incident notification and reporting

### ***12.1. INCIDENT REPORTING***

All incidents are reported without delay by the Contractor through the Employer's designated incident-reporting system, irrespective of any internal reporting protocols used by the Contractor.

Access to the reporting system is requested and established by the Contractor prior to commencement of the Works and forms part of the Safe-to-Start process.

### ***12.2. INCIDENT NOTIFICATION***

In the event of a fatality, High Potential Incident (HiPo), High Severity Incident (HSI), Life-Altering Injury (LAI), or Lost Time Injury (LTI), the Contractor immediately notifies the Employer and the Engineer by telephone and complies with all statutory notification requirements applicable in the country of the Site. The Contractor also provides notification in cases where there is uncertainty as to whether the incident may escalate or fall within a higher-severity category.

### ***12.3. INCIDENT INVESTIGATION***

In the event of a Fatality, High Potential Incident (HiPo), High Severity Incident (HSI), Life-Altering Injury (LAI), or Lost Time Injury (LTI), the Contractor undertakes, as a minimum, emergency or first-aid response as applicable, secures the scene, and immediately gathers evidence including photographs, equipment logs, interviews, and any other relevant material. The Contractor prepares an initial incident statement and develops an investigation plan. The Contractor carries out a full investigation, including a scene visit, review of drawings and records, interviews, and any equipment tests required. The investigation includes analysis and identification of immediate, underlying, and root causes and results in a written report covering the investigation method, incident description, time sequence, causal analysis, and recommendations. The Contractor implements corrective actions arising from the investigation and conducts review and close-out meetings to confirm that all actions have been completed and verified.

The Contractor shall provide full transparency and co-operate with the Employer in the investigation of incidents, and all details relating to incidents and investigations shall be shared with the Employer.

### ***12.4. LEARNING PACK***

Following any Fatality, High Potential Incident, High Severity Incident, Life-Altering Injury, or Lost Time Injury, the Contractor prepares a Learning Pack using the Employer's template. Summarising the key facts, causes, corrective actions, and lessons learned.

The Learning Pack is shared without delay with the Employer and the Engineer and communicated to all Contractor and subcontractor personnel through toolbox talks, inductions, and briefings.

### ***12.5. LEARNING TEAMS***

The Contractor establishes Learning Teams composed of the Employer, the Engineer and personnel familiar with the work to review the event, understand how the work was actually performed, and identify opportunities to improve risk controls. The outputs of the Learning Teams are documented, integrated into HSSE plans, risk assessments, method statements, and training materials, and shared with the Employer and the Engineer.

### **13. EMERGENCY RESPONSE**

The Contractor develops, defines, and prominently displays emergency procedures at all Site entry points, including gates, reception areas, building entrances, and workstations.

Procedures state the required actions in the event of accidents, fires, evacuations, and other emergency conditions and include, at a minimum:

- emergency contact details;
- locations of firefighting, Environmental response and first-aid equipment;
- evacuation routes;
- assembly points.

#### ***13.1. ACCESS FOR EMERGENCY SERVICES***

The Contractor provides and maintains emergency-access routes to the Site and Works in agreement with relevant emergency services or authorities.

#### ***13.2. DRILLS AND INTERACTION WITH LOCAL EMERGENCY SERVICES***

The Contractor conducts monthly emergency drills (as a minimal one per month) with its personnel, subcontractors and, where applicable, coordinates with local emergency services to verify response capability. All drills are documented and evaluated, and the records are submitted to the Employer and the Engineer.

#### ***13.3. CAPABILITY ASSESSMENT***

The Contractor assesses the capacity and capability of local emergency-response services to support the Works and integrates the findings into the Emergency Response Plan.

Any capability gaps are addressed through additional measures agreed with the Employer.

#### ***13.4. EMERGENCY RESPONSE TEAM***

The Contractor provides and maintains first-aid and lifesaving appliances and equipment at each main area of the Site, available for Contractor and Employer Personnel.

The Contractor ensures adequate numbers of trained, certified personnel skilled in first aid and lifesaving equipment use and maintains sufficient first aiders on Site at all times.

#### ***13.5. SITE AMBULANCE***

The Main Contractor ensures continuous access to a safe, fully equipped ambulance that meets recognised international medical standards and can reach the Site within ten (10) minutes. If local emergency services cannot meet this response time, the Contractor provides and maintains a dedicated Site ambulance staffed by qualified paramedics and available to the project during working hours unless otherwise approved by APMT.

All other contractors ensure their personnel are covered by the Site ambulance and coordinate their emergency-response arrangements with the Main Contractor. The Employer may test ambulance readiness, availability, and crew competence at any time.

The ambulance is staffed by qualified paramedic personnel and remains dedicated to the project during working hours unless otherwise approved by APMT.

#### ***13.6. FIRST AID FACILITY***

The Contractor establishes and maintains an unmanned first-aid room whenever the Site has more than 50 workers, involves significant hazards, or is large, dispersed, remote, or otherwise subject to delayed emergency-service access. The first-aid room includes a



dedicated treatment room, first-aid equipment, a treatment couch, washing facilities, and unobstructed access for emergency vehicles and is kept clean, marked, and accessible at all times. The Contractor ensures that first-aid supplies and equipment are inspected, maintained, and replenished as required.

### ***13.7. SITE CLINIC***

The Contractor establishes and maintains a manned Site Clinic where the Works are high risk, the workforce exceeds 100 workers, the Site is remote, or emergency service response times are extended. The Contractor staffs the Clinic with qualified medical personnel, including at minimum a paramedic, and additional clinical staff where required by the risk profile. The Clinic provides immediate medical response, stabilisation, and handover to emergency services and remains operational during all working hours with medical staffing sufficient for all shifts and work areas.

### ***13.8. RETAINERSHIP WITH MEDICAL FACILITIES***

The Contractor establishes appropriate arrangements with nearby medical facilities or hospitals to ensure timely evacuation and treatment of injured personnel.

### ***13.9. MEDICAL EVACUATION AND REPATRIATION***

For non-native workers or where local treatment capability is insufficient, the Contractor establishes medical-repatriation arrangements to the worker's home country or other suitable location.

Arrangements include coordination with medical providers, insurers (where applicable), and transport specialists to ensure safe and dignified travel.

All emergency-evacuation and repatriation costs for work-related incidents are borne by the Contractor and are not passed to workers.

Insurance policies, service agreements, and logistical arrangements are in place before commencement of the Works.

The Employer may review and test these arrangements at any time.

### ***13.10. FIREFIGHTING***

The Contractor establishes and maintains emergency fire-response arrangements, including accessible firefighting equipment at designated fire points, reliable alarm systems, and clear emergency-access and evacuation routes.

Relevant personnel are trained in fire-response procedures and initial firefighting actions, and all arrangements are periodically tested.

The Employer may inspect and require improvements.

### ***13.11. EMERGENCY SPILL RESPONSE***

The Main Contractor maintains spill-response arrangements for all fuels, oils, chemicals, and hazardous substances used on Site.

Suitable spill kits and containment materials are readily available, and involved personnel are trained in immediate spill response and notification.

Any spill is contained, cleaned, and reported without delay and managed to prevent soil, water, or drainage contamination.

## **14. DOCUMENTATION**

The Contractor submits all required management plans, within the timelines specified in the Contract and, where not specified, no later than fourteen (14) days after the Contract Agreement Date.

No physical activity associated with any plan shall commence until the Employer and the Engineer have reviewed and accepted the relevant plan. The Contractor updates each plan as required by changes in scope, risk, or conditions and submits revisions for Employer and Engineer review prior to implementation. Where plans require coordination with authorities, stakeholders, or terminal operators, the Contractor submits such plans early enough to prevent delay to the Works.

### ***14.1. HSSE MANAGEMENT PLAN***

The Contractor submits a site-specific Health, Safety, Security and Environment (HSSE) Management Plan to the Employer and the Engineer for approval. No physical activity on Site shall commence until the Plan is reviewed and accepted by both the Employer and the Engineer, and such acceptance shall not be unreasonably withheld.

The Contractor implements the approved HSSE Management Plan and maintains it as a living document throughout the Works. The Contractor reviews, revises, and expands the Plan proactively to ensure continuous alignment with project risks, scope, and conditions.

The Contractor makes the HSSE Management Plan available without restriction to the Employer, the Engineer, the Contractor's personnel, subcontractors, and any competent authority.

Where the project requires dedicated security or environmental controls, the Contractor prepares stand-alone Security and Environmental Management Plans.

### ***14.2. EMERGENCY RESPONSE PLAN***

The Contractor submits a site-specific Emergency Response Plan to the Employer and the Engineer for approval. Where work is performed in operational terminals, the Plan aligns with the terminal's emergency procedures. The Plan includes arrangements for mobilising Contractor personnel outside normal working hours and is kept updated to reflect all potential emergency scenarios relevant to the Works.

### ***14.3. PROJECT SECURITY PLAN***

For project locations with elevated security risks, the Contractor develops a dedicated Project Security Plan to address all Site-specific security risks. For low-risk environments, the security scope may be integrated into the HSSE Management Plan.

### ***14.4. ENVIRONMENTAL MANAGEMENT PLAN***

The Contractor submits a site-specific Environmental Management Plan addressing all land, air, water, and marine environmental impacts associated with the Works. The content reflects all environmental risks relevant to the project location and scope.

### ***14.5. SOCIAL MANAGEMENT PLAN***

The Contractor shall prepare and implement a Social Management Plan where the Contractor's activities may affect local communities or social infrastructure. Where social interaction is minimal or not expected, the applicable social measures may be integrated into the Environmental Management Plan, subject to the Employer's acceptance.

#### ***14.6. TRAFFIC MANAGEMENT PLAN***

The Contractor prepares a Project Traffic Management Plan that identifies all project-related land and marine traffic. The Plan defines approved access routes, delivery routes, vessel channels, pedestrian interfaces, and restricted zones. It specifies traffic controls including speed limits, signage, barriers, lighting, berthing procedures, and equipment inspection. The Plan addresses community sensitivities, including access points to public roads, haulage routes passing near schools and residential areas, and any other locations where project traffic interacts with the public. It sets out coordination arrangements with the Employer, the Engineer, local authorities, and port and marine operators, together with communication and induction requirements for drivers, operators, subcontractors, and vessel crews

#### ***14.7. RISK ASSESSMENTS***

The Contractor prepares and submits Risk Assessments for all tasks executed under the Contract. The Contractor implements a Risk Assessment framework to identify, evaluate, and control all hazards associated with the Works. No activity shall commence on Site without an Employer- and Engineer-approved Risk Assessment.

#### ***14.8. METHOD STATEMENTS***

The Contractor prepares and submits Method Statements for all tasks executed under the Contract. Each Method Statement includes, at a minimum:

- description of the activity;
- sequence and methods of working;
- plant, tools, and equipment to be used;
- permits and access/egress arrangements;
- specific risks associated with the activity and reference to the relevant Risk Assessment;
- specific risk-elimination and mitigation measures;
- sign-off section for the supervisor and involved personnel.

## **15. MANAGING HEALTH**

The Contractor protects all personnel from health hazards arising from work activities and prioritises the identification and control of physical, chemical, biological, and ergonomic hazards before they result in occupational illness.

### ***15.1. HEALTH RISKS***

The Contractor identifies and assesses all key health risks associated with the Works and implements suitable control measures. These risks include all physical, chemical, biological, ergonomic, climatic, and psychosocial hazards that may arise during the execution of the Works, ensuring that exposure to harmful substances, hazardous environments, unsafe conditions, and adverse health factors is prevented or controlled to acceptable levels.

### ***15.2. FITNESS FOR WORK***

The Contractor ensures that Fit-for-Work declarations are completed, submitted, and verified for all personnel performing work involving high-impact equipment or for any work carried out at remote Site locations. These declarations confirm that personnel are physically and mentally fit for duty and free from conditions, impairments, illness, or fatigue that may compromise safety or performance.

### ***15.3. HEALTH MONITORING***

The Contractor implements and maintains a Health Monitoring programme appropriate to the health hazards present on the Site. This programme includes the identification and assessment of health risks by competent persons and provides medical surveillance for workers exposed to chemical, physical, biological, psychosocial, or climatic hazards. Medical surveillance follows national legislation and recognised occupational-health guidelines and includes, where required, pre-assignment, periodic, and post-employment assessments. Health records are handled confidentially, and anonymised information is provided to the Employer upon request.

## 16. REPORTING

### 16.1. PERFORMANCE MONITORING AND REPORTING

The Contractor ensures that all HSSE reports are accurate, consistent across reporting periods, and fully traceable to the Daily Reports.

#### *Daily Report*

The Contractor provides HSSE input into the Daily Progress Report, including:

- Incidents
- highlights and lowlights;
- toolbox topics;
- safety observations;
- safety concerns.

#### *Weekly Report*

In addition to the Daily Report requirements, the Contractor includes the following in the Weekly HSSE Report:

- total man-hours worked during the week;
- total training hours delivered, including training type;
- incident statistics with brief factual descriptions;
- inspections carried out during the week;
- drills conducted;
- status of corrective and preventive action close-out;
- a reflective summary of weekly HSSE performance and a forward-looking overview of anticipated risks and planned controls.

#### *Monthly Report*

In addition to the Daily and Weekly requirements, the Contractor integrates the following in the Monthly HSSE Report:

#### Safety:

- total man-hours worked during the month;
- total training hours delivered, including training type;
- induction numbers;
- consolidated monthly incident statistics with brief factual descriptions;
- inspections carried out during the month;
- drills conducted;
- Permit-to-Work records;
- status of corrective and preventive action close-out, including ageing and overdue actions;
- reflective summary of monthly HSSE performance and forward-looking risk overview
- environmental performance, including fuel, water, electricity consumption and waste records;

- social-performance records, including community initiatives and complaints.
- Environmental performance including energy consumption (fuel, electricity, water)

Environmental:

- spills and spill-response actions.
- fuel and energy consumption.
- water use and wastewater discharge.
- waste generation (hazardous and non-hazardous), including reuse, recycling, recovery, and landfill volumes.
- Co2 Emissions
- environmental incidents and corrective actions

***Annual HSSE Management review***

Where project activities extend beyond one (1) year, the Contractor prepares and issues an Annual HSSE Management Review.

## **17. SITE SECURITY ARRANGEMENTS**

The Contractor shall implement and maintain all necessary security measures to protect personnel, equipment, materials, information, and the Employer's property throughout the duration of the Works. The Contractor shall comply with all applicable national laws, local regulations, and Employer security procedures in force at the Location.

### ***17.1. ACCESS CONTROL***

The Contractor ensures that entry to the Site is strictly controlled and permitted only to authorised personnel. All Contractor and Subcontractor personnel working inside an operating terminal are registered with the Employer and issued Site access credentials prior to mobilisation. Lost or stolen access cards are reported immediately. All visitors are escorted at all times by a competent person designated by the Contractor.

### ***17.2. IDENTIFICATION & SCREENING***

All personnel carry valid photo identification and present it upon request of security staff. The Contractor ensures that all personnel, vehicles, tools, and equipment entering the Site are subject to screening, including security checks, bag inspections, and vehicle searches. The Employer reserves the right to refuse access to any person or item deemed a security risk.

### ***17.3. PERIMETER PROTECTION & WORK AREA SECURITY***

The Contractor maintains secure fences, barriers, signage, and controlled entry points around its work areas. Work zones are locked or guarded outside working hours. Security lighting is provided where required.

### ***17.4. REPORTING OF SECURITY INCIDENTS***

The Contractor shall immediately report all security breaches, thefts, acts of vandalism, unauthorized access, violence, suspicious activities, strikes, sabotage, blockages or threats to the Employer.

The Contractor shall cooperate fully with any investigation led by Employer Security, local authorities, or regulatory bodies.

### ***17.5. PROHIBITED ITEMS AND BEHAVIOURS***

The following are strictly prohibited on the Site:

- Weapons, ammunition, explosives, or similar hazardous items;
- Alcohol and drugs above legal limits, including being under the influence while on Site;
- Violence, intimidation, and any behaviour compromising the safety or security of others;
- Unauthorized photography, recording, or distribution of security-sensitive information.

### ***17.6. SECURITY OF MATERIALS, EQUIPMENT AND INFORMATION***

The Contractor protects its materials, tools, machinery, and documents against theft, sabotage, and unauthorised access. Confidential or security-sensitive information provided by the Employer is handled strictly on a need-to-know basis and stored securely.

### ***17.7. COORDINATION WITH EMPLOYER SECURITY***

The Contractor shall comply with all instructions issued by the Employer's security personnel. Security-related non-compliance is treated as a breach of contractual obligations and may

result in sanctions, including suspension of work or removal of personnel from the Site. The Employer may conduct unannounced inspections and audits of the Contractor's security arrangements at any time.

***17.8. SECURITY EMERGENCY AND INCIDENT RESPONSE***

The Contractor participates in all Employer-led emergency drills and security exercises. The Contractor ensures its personnel are familiar with muster points, evacuation routes, and emergency communication protocols. Any refusal to follow emergency or security directives may result in immediate removal from the Site.



## **18. ENVIRONMENTAL MANAGEMENT**

The Contractor shall plan, manage, and execute all Works in a manner that prevents pollution, protects environmental receptors, and ensures full compliance with all applicable environmental laws, regulations, permits, and project-specific environmental commitments. The Contractor shall integrate all required environmental controls into the Construction Environmental Management Plan (EMP) and shall develop, submit for approval and implement specific sub-Chapter within the EMP addressing, as a minimum the following issues

- Waste Management
- Erosion and Sediment Control
- Noise and Vibration Management
- Air Quality and Dust Management
- Stormwater Management
- Soil and Water Quality Management
- Hazardous Materials and Spill Response
- Flora and Fauna Management
- Community Traffic (road and marine) Safety

No physical works shall commence until all required environmental plans are reviewed and accepted by the Employer and the Engineer.

Environmental awareness shall be integrated as part of induction training and provided to all personnel prior to mobilisation, including spill response, waste segregation, and site environmental rules. Environmental information shall be incorporated into the project's approved safety signage.

The Contractor complies with project EISA requirements, mitigation measures, and conditions relevant to the Works.

### ***18.1. SITE ESTABLISHMENT AND LAYOUT***

The Contractor shall minimize environmental footprint, avoid disturbance of sensitive receptors, and maintain strict compliance with all designated buffer zones, no-go areas, wetlands, riparian corridors, and flood-prone zones. All sensitive environmental areas, protected vegetation, cultural heritage features, and wildlife habitats shall be clearly demarcated, fenced, and monitored. Site drainage shall be designed and maintained to prevent uncontrolled stormwater discharge, erosion, or contamination of surface and groundwater.

### ***18.2. SOIL MANAGEMENT***

The Contractor shall identify all activities that pose a risk of soil disturbance, erosion or sediment migration and shall propose suitable erosion and sediment controls, proportionate to those risks, for approval by the Engineer prior to commencement of any ground disturbance. The Contractor shall implement the approved controls before exposing soil and shall maintain them in effective condition for the full duration of the Works. The Contractor shall inspect all erosion and sediment controls daily during active earthworks, after rainfall events that may compromise their performance, and at intervals defined in the approved EMP.

All materials used in the Works, including road base, are traceable to their source and verified clean and uncontaminated prior to delivery on site.

### ***18.3. WATER QUALITY***

The Contractor shall prevent the uncontrolled release of water from the construction site and shall ensure that no water is discharged to drainage systems or natural water bodies unless the risk of contamination or sediment transport has been assessed, appropriate controls have been implemented, and the discharge has been approved by the Engineer. Water shall only be released when it meets the relevant discharge criteria contained in permits, the ESIA, or other approvals for the Works. The Contractor shall establish a risk-based water-quality monitoring programme within the EMP, specifying the parameters to be measured based on the likelihood of sediment mobilisation, elevated turbidity, pH imbalance, hydrocarbon contamination or the presence of chemical pollutants.

Monitoring may include turbidity, pH, visible sheen observations, TSS, or chemical analysis where contamination is suspected, with the type and frequency of testing proportionate to the environmental risk of the activity and subject to approval by the Engineer.

### ***18.4. AIR QUALITY***

The Contractor shall assess all construction activities that present a risk of dust generation and shall implement dust- and air-quality controls proportionate to that risk to prevent nuisance, protect nearby community settlements, and terminal activities and avoid adverse environmental impacts. Controls may include water spraying, stabilisation of exposed surfaces, management of stockpiles, covering of vehicles transporting loose materials, or other measures suitable for the activity and prevailing site conditions.

The Contractor shall establish a risk-based dust-Control and monitoring programme within the EMP, defining the parameters to be monitored, the method of monitoring, and the monitoring frequency consistent with the level of dust-generation risk. Monitoring may include visual dust assessments, dust-deposition observations, or particulate monitoring (PM<sub>10</sub> or PM<sub>2.5</sub>) where sensitivity of receptors or environmental conditions warrant closer control.

During periods of dry, windy, or otherwise high-risk weather conditions, the Contractor shall implement enhanced dust-suppression and air-quality controls, including increased water application, temporary surface stabilisation, additional shielding of exposed areas, or other measures required to maintain dust emissions within acceptable limits.

The Contractor shall minimise energy consumption and associated CO<sub>2</sub> emissions by applying practicable low-emission measures, including the use of electric or hybrid equipment, renewable-energy solutions such as temporary solar installations, efficient plant operation, and other energy-saving practices, where feasible and without affecting the timely delivery of the Works or increasing the Contract Price.

The Contractor shall calculate all CO<sub>2</sub> emissions arising from the Works in accordance with recognised international greenhouse-gas accounting methodologies, including the IPCC Guidelines, the GHG Protocol and ISO 14064, and shall report these calculations in the monthly HSSE reporting.

### ***18.5. NOISE AND VIBRATION MANAGEMENT***

The Contractor shall assess all construction activities for their potential to generate noise and vibration impacts and shall implement controls proportionate to the level of risk to nearby sensitive receptors, including community settlements, wildlife and other environmental receptors. Where the risk assessment identifies a potential for significant impact, or where required by the Engineer or the Employer, the Contractor shall implement additional mitigation measures such as temporary noise barriers, operational restrictions, or limiting noisy works to approved hours.

Where the Engineer or the Employer determines that noise or vibration monitoring is required based on the risk to sensitive receptors, the Contractor shall undertake field monitoring using parameters appropriate to the identified risk. Monitoring may include LAeq, LA10, LA1 or other acoustic metrics necessary to characterise noise exposure at representative site boundaries or receptor locations. Monitoring frequency, duration and methodology shall be appropriate to the scale of the works and the sensitivity of nearby receptors and shall be defined within the approved EMP. Measured noise levels shall be compared against applicable project or regulatory limits, and the Contractor shall implement corrective actions where monitoring indicates exceedances or elevated risk.

The Contractor shall assess all activities with potential to generate ground-borne vibration and shall include appropriate vibration-risk controls within the EMP to avoid or minimise disturbance, nuisance or structural risk to nearby community receptors.

### ***18.6. WASTE MANAGEMENT***

The Contractor shall implement segregation at source, safe handling, and disposal of all waste streams.

- Non-hazardous and hazardous waste shall be stored in approved containers and removed only by licensed contractors.
- Spoil shall be placed only in approved locations.
- Stockpiles shall be protected from erosion and wind dispersal.

The Contractor shall maintain full traceability of waste quantities, destinations, and disposal certificates.

### ***18.7. USE OF NATURAL RESOURCES***

Energy and fuel minimisation and conservation are strongly encouraged:

Low energy and conservation devices shall be incorporated into the Design process and used wherever practicable on Site,

Fuel use shall be minimized during Construction and Commissioning activities.

### ***18.8. FLORA AND FAUNA PROTECTION***

The Contractor shall implement all required measures to protect wildlife, including preventing disturbance of nesting birds, reptiles, mammals, and aquatic species. A qualified ecologist shall supervise activities affecting vegetation, habitats, or fauna relocation, where required.

Nature protection, including the protection of species, habitats and biodiversity, shall be incorporated into all planning and execution of the Works, applying the mitigation hierarchy of avoid, minimise, restore and compensate, and shall be documented within the Environmental Management Plan. The long-term viability of regional species populations

shall not be endangered by any project-related activities. Precautionary impact assessments and precautionary measures shall be undertaken to avoid hazardous impacts on species, habitats and ecosystems.

The Contractor shall apply a risk-based approach, implementing heightened controls where the Works are located within, adjacent to, or likely to affect critical habitat, legally protected areas, conservation areas, or habitats and species requiring special attention. The level of ecological supervision, monitoring, and mitigation shall be proportionate to the sensitivity and vulnerability of the affected habitat and species.

The Contractor shall obtain all licences and permits required for activities at specific locations or times, including where restrictions apply to working periods or environmentally sensitive areas, and shall inform the Employer prior to submitting such applications and again upon receipt of relevant licences and permits.

#### ***18.9. CULTURAL AND HERITAGE RESOURCES***

Any chance-find of archaeological, historical, palaeontological, or cultural heritage materials shall result in immediate cessation of work in the affected area. Work shall resume only after clearance by a qualified heritage specialist and written approval by the Engineer.

## 19. SOCIAL PERFORMANCE

The Contractor shall develop, implement and maintain a Social Performance Plan that identifies, prevents and mitigates adverse social impacts arising from the Works. The Contractor shall include within the Social Performance Plan clear controls for managing all interactions between project personnel and local communities, ensuring respectful conduct, avoidance of unauthorised engagement and prevention of behaviour that may cause offence, nuisance or harm. The Plan shall adopt a risk-based approach and include fair treatment of workers, non-discrimination, prohibition of child and forced labour and provision of clear and accessible worker grievance mechanisms. The Contractor shall work through the Client and obtain the Client's prior approval before engaging directly with local communities, community leaders, regulators or any external project stakeholders.

The Contractor shall review all social infrastructure adjacent to the project footprint, including but not limited to community roads, footpaths, schools, health posts, water points, markets, religious facilities, public gathering places and other locally significant assets. The Contractor shall assess the potential for construction-related impacts on this infrastructure and include appropriate risk-based controls within the Social Performance Plan to avoid or minimise disruption, damage or reduced access. The Contractor shall implement measures such as alternative access arrangements, signage, traffic management, and shall inform and work through the Client when consulting with affected community users and scheduling of works to reduce disturbance. The Contractor shall monitor the condition and functionality of identified social infrastructure throughout the Works and adjust controls where required to maintain safe and continuous community use.

Where any damage is caused by the Contractor, its subcontractors or personnel to community assets, property, crops or livestock, the Contractor shall apply the Client's approved compensation framework and shall not negotiate or apply alternative valuation methods.

The Contractor shall review social risks and opportunities and apply controls to prevent construction delays, site access disruption or community conflict. The Contractor shall designate competent personnel to work collaboratively with the Client for community liaison to ensure regular communication with relevant communities, local leaders and authorities.

The Contractor shall, as far as is reasonably practicable and without affecting the timely delivery of the Works, maximise the use of local roles;. Provide opportunities for on-the-job training for local workers and source goods and services from local suppliers where they meet required standards. These initiatives shall be implemented only where they do not create additional cost obligations for the Employer and do not compromise safety, quality or programme performance.

The Contractor shall coordinate with the Employer and the Engineer to address emerging social risks to manage community expectations and maintain uninterrupted and safe project delivery.

## **20. LEGAL AND REGULATORY COMPLIANCE**

The Contractor identifies and documents all applicable legal and regulatory HSSE requirements for the Site and establishes a Legal Register covering all relevant laws, regulations, permits, and binding obligations. The Contractor determines all compliance tasks necessary to meet these requirements and implements the measures needed to achieve and maintain full compliance. Evidence demonstrating completion of all compliance tasks is retained by the Contractor and made immediately available to the Employer and the Engineer upon request.

## **21. ETHICAL BUSINESS CONDUCT**

### ***21.1. CODE OF CONDUCT***

The Contractor, its Subcontractors, and all personnel engaged in the Works comply with the Maersk Code of Conduct and uphold the highest standards of ethical behaviour at all times. The Contractor implements effective measures to prevent bribery, corruption, fraud, conflicts of interest, discrimination, and any violation of human rights or labour standards. Any suspected or actual breach is reported immediately to the Employer and the Engineer. The Contractor cooperates fully with any investigation and implements corrective actions as instructed.

<https://www.maersk.com/sustainability/supplier-code-of-conduct>

### ***21.2. MAERSK GLOBAL STANDARD FOR THIRD PARTY LABOUR***

The Contractor complies with the Maersk Global Standards on Third-Party Labour and integrates all mandatory requirements into its labour management, recruitment, onboarding, deployment, supervision, welfare, and HSSE practices throughout the execution of the Works. The Contractor ensures that no part of the labour supply chain contradicts these Standards and applies the highest applicable standard where local legal requirements differ. The Contractor prevents child labour, forced labour, discrimination, harassment, unsafe or unhealthy working conditions, recruitment fees, document retention, excessive working hours, and any other breach described in the Standards. The Contractor maintains verifiable systems, records, and processes demonstrating compliance, and grants the Employer and the Engineer unrestricted access to sites, accommodation, personnel, and documentation for monitoring. The Contractor immediately reports any breach, implements corrective actions, and ensures that subcontractors fully comply with the Standards.

### ***21.3. GRIEVANCES AND COMPLAINTS***

The Contractor shall establish, maintain, and operate a transparent, accessible, confidential, and non-retaliatory grievance mechanism for workers. The mechanism shall include procedures for receiving, logging, assessing, resolving, and closing grievances. The Contractor shall report all worker grievances to the Client and shall make all grievance records available for incorporation into the Client's project grievance mechanism.

All community grievances related to construction impacts, personnel behaviour, access issues, or disturbance shall be forwarded without delay to the Client. The Contractor shall submit proposed response actions for the Client's acceptance prior to implementation. All grievances and agreed actions shall be addressed promptly and fully documented.

The Contractor shall maintain a reporting system that enables workers to raise grievances anonymously and without fear of reprisals. All grievances shall be investigated in a fair and timely manner.

The Contractor shall forward all community grievances to the Client and shall submit proposed actions for acceptance.

Concerns may be raised by any person within or outside of Maersk who suspects or becomes aware of potential or actual violations of the applicable Code. Retaliation against any person making a report in good faith is not tolerated.

Concerns may be reported through Employers representatives, or the Maersk Whistleblower system.

<https://www.maersk.com/whistleblower>

## **22. COST AND PAYMENT**

The Contractor is responsible for the procurement, operation, maintenance, removal, and disposal of all HSSE-related equipment, plant, materials, and facilities required for the execution of the Works. The Contractor is also responsible for the recruitment, training, management, removal, and replacement of all HSSE-related personnel. Any cost or time impact arising from these obligations remains for the account of the Contractor, and all such costs are deemed included in the Contract Price. Where requested or required, the Contractor details the cost of HSSE provisions in a corresponding Bill of Quantities.

## APPENDIX A - EMPLOYERS HSSE POLICY STATEMENT

# HSSE Policy Statement



## Our Commitment

We commit to protect our people, our business partners, the communities we work alongside and the customers we serve, by ensuring APM Terminals (APMT) operations are carried out safely and securely with minimal impact to the environment every single day. We achieve this commitment by:

- Providing a safe, healthy, secure, and sustainable work environment
- Complying with relevant HSSE legal and contractual requirements
- Ensuring business continuity to our customers through the consistent application of effective HSSE related processes
- Embedding HSSE risk management in our operations and decision making to secure sustainable growth and earnings

## Our Principles

We have four basic principles guiding our approach:



### OUR PEOPLE ARE THE EXPERTS

- Our frontline people are key to uncovering the HSSE risks they face in their daily work
- Together, we create a safe space to speak up and learn about challenges, risks, and even mistakes - without fear of judgement.
- We build solutions by challenging assumptions and learning about the reality of work



### WE LEAD WITH CARE

- Leaders in APMT don't rely on assumptions about what support our frontline people need
- Instead, we stay connected with the frontline to learn about what makes safe and secure work difficult to achieve
- We then provide them with what they need to make safe and secure work easier



### WE LEARN AND ADAPT

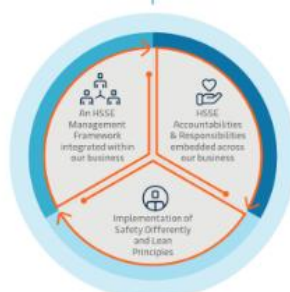
- HSSE risks are a reality in our industry, where things can easily go wrong
- Therefore, we don't wait for an incident to happen before we learn and improve
- We stay ahead of the risk by learning from normal work successes and mistakes
- We adapt by setting up proper controls and safeguards to reduce and manage serious consequences before anything goes wrong



### WE ARE RESILIENT

- We plan for disruptions in the supply chain and ensure we have backup capability for resources critical to our operations
- We constantly monitor the global supply chain to identify potential or actual disruptions
- When disruptions happen, we know how to activate backup plans and keep cargo moving with minimal customer impact
- We learn from every incident to improve backups

## Delivered Through





## Our Leadership Responsibilities

As part of our leadership responsibilities, we are committed to monitor and act on any potential cause of concern on a daily basis. We do that as part of our Daily Management process, where we measure the daily performance of Safety, Quality, Delivery and Cost (SQDC, in order of priority). This enables us to identify problems as soon as they occur and initiate necessary measures immediately.

### Executive Leadership Team

Our Chief Executive Officer (CEO) is delegated authority from, and is accountable to, the Board of Directors for the Company's HSSE performance.

Each member of the APMT Senior Management Team is responsible for the following within his or her business area(s):

- Accountabilities and responsibilities for managing HSSE risks are clearly defined, understood and communicated
- HSSE performance is integrated into business activities
- Access to the resources needed to ensure compliance with this Policy

### Our Managers and Leaders

Our Managers and Leaders have overall responsibility for HSSE across their business activities and shall :

- Provide safe and healthy workplaces by identifying, understanding, and mitigating the specific HSSE risks and requirements impacting their people which includes engagement with frontline teams
- Review the effectiveness of HSSE risk-management decisions and controls across their operations
- Ensure their people understand their HSSE responsibilities and are competent to perform their jobs safely, in a way that protects the environment
- Drive a culture where everyone takes personal responsibility for managing the HSSE risks associated with their roles, and that their performance against HSSE responsibilities is built into the job appraisal and appointment process
- Ensure that accidents and incidents are reported and investigated with appropriate corrective actions implemented and learning captured and communicated

### All APMT Employees

All APMT employees shall take personal responsibility for their own health, safety and security; the health, safety and security of others; for protecting the environment; and for helping the Company continually improve its performance, reputation and business resilience. For further details see the APMM HSSE Commit Rule.



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**Keith Svendsen**

CEO

Note: This policy statement shall not be amended – but local entities can add supplementary text to meet local regulatory requirements.

## APPENDIX B - HSE INCIDENT SEVERITY LEVELS

Severity Level	Health & Safety	Environment	Compliance	Non-financial/ Reputation	Asset Damage
<b>5. Catastrophic</b>	Fatality (single or multiple)	Incident of any quantity of release with national or international consequence, with potential environmental impact(s).	The operation's regulatory license to operate is suspended or revoked or legal/court action is initiated against the operation.	Media: International level media attention with news going viral on social-media with international level interest coverage. Community: Complaint/issue with clear health, safety or wellbeing implications that can impact community rights and can cause long-term harm.	Loss > US\$250,000
<b>4. Severe</b>	Life Altering Injury (LAI)	Incident of any quantity of release which spreads beyond the site boundaries, with potential environmental impact(s).	An incident of non-compliance followed by a written notice by regulatory bodies to stop a specific and discrete permitted activity.	Media: National country-level media attention with news being shared and reposted quickly on social-media with national country-level interest coverage. Community: Complaint/issue with potential health, safety or wellbeing implications that potentially can cause temporary harm.	Loss of US\$100,001 – US\$250,000
<b>3. Major</b>	Lost Time Incident	Incident of any quantity of release, where regional resources and co-ordination for cleanup and response are required to manage and contain the release within the site boundaries, with potential environmental impact(s).  <i>Note: for transport activities, this includes releases limited to hard surfaces that require additional cleanup support beyond the driver.</i>	Incident of non-compliance to specific regulatory or license conditions resulting in written notice by regulatory bodies with timeline for correction.	Media: Regional/state level media attention with news being shared and reposted on social-media with regional/state level interest coverage. Community: Legitimate complaint/issue that requires an investigation before a response can be provided by the site.	Loss of \$25,001 – US\$100,000
<b>2. Moderate</b>	A Medical Treatment Case (MTC) or Restricted Work Case (RWC)	Incident of any quantity of release, which can be contained and managed within the site boundaries with potential environmental impact(s).  <i>Note: for transport activities, this includes releases limited to hard surfaces that can be immediately managed by the driver.</i>	Incident of delayed regulatory reporting of data, records, assessments or statements resulting in permit/license non-compliance.	Media: Local town/city-level media attention with news being shared and reposted on a limited basis with social-media with only local town/city-level interest coverage. Community: Legitimate complaint/issue that is received and resolved by the site.	Loss of US\$5,001 – US\$25,000
<b>1. Minor</b>	First Aid Case (FAC)	Incident where < 10 litres (of non-hazardous liquids) released and able to be contained and managed with site resources within the site boundaries with no detectable environmental impact(s).	Incident of non-conformance with internal company standard.	Media: Local immediate community media and one-off local community media attention. Community: Trivial/misconceived/false community complaint that can easily be responded to.	Loss ≤ US\$5,000


## APPENDIX C. – EXAMPLES OF INCIDENT CATEGORIES

INCIDENT EXAMPLES	
<b>First Aid Case-(FAC)</b>	<p>Minor cuts and abrasions:</p> <ul style="list-style-type: none"> <li>• applying dressing, bandage, Band-Aids, gauze pads, etc., to a minor cut or abrasion.</li> <li>• Splinter removal: removing a splinter from a finger or hand.</li> <li>• Minor burns: treating a minor burn with a cold compress or burn ointment.</li> <li>• Eye irritation: flushing out the eye with water or saline solution due to minor irritation.</li> <li>• Minor strains: applying an ice pack to a minor muscle strain.</li> <li>• Using a non-prescription medication at non-prescription strength.</li> <li>• Cleaning, flushing or soaking wounds on the surface of the skin.</li> <li>• Using hot or cold therapy.</li> <li>• Using any non-rigid means of support, such as elastic bandages, wraps, non-rigid back belts, etc.</li> <li>• First aid for relieving heat stress, such as drinking fluids or applying active cooling techniques (e.g. cold compresses or cold showers)</li> </ul>
<b>Medical treatment case (MTC)</b>	<p>Medical treatment does not include:</p> <ul style="list-style-type: none"> <li>• The conduct of diagnostic procedures, such as x-rays and blood tests, including the administration of prescription medications used solely for diagnostic purposes (e.g. eye drops to dilate pupils)</li> <li>• Visits to a physician (also known as a medical doctor, medical practitioner, or a health care professional who practices medicine) or other licensed health care professional solely for observation or counselling.</li> </ul> <p>The following may not involve any treatment but for purposes of severity incident classification, shall be reported as a Medical Treatment Case:</p> <ul style="list-style-type: none"> <li>• Any loss of consciousness.</li> <li>• Significant injury diagnosed by a physician or other licensed health care professional for which no treatment is given or recommended at the time of diagnosis. Examples include punctured ear drums, broken teeth</li> <li>• Needle stick injuries and cuts from sharp objects that are contaminated with another person's blood or other potentially infectious material.</li> <li>• Occupational hearing loss.</li> <li>• Medical removal under a government standard</li> </ul>
<b>Restricted work case (RWC)</b>	The employee is assigned to a different job temporarily:

	<ul style="list-style-type: none"> <li>• An employee injures their wrist and is temporarily assigned to a different job that does not require heavy lifting.</li> <li>• The employee works less than full time or works part-time at their regular job or performs partial shift work: An employee suffers a minor back injury and can only work half of their usual shift.</li> <li>• The employee performs their regular job but with restrictions, such as avoiding certain tasks: An employee experiences muscle strain and can perform their regular job but with restrictions, such as avoiding certain movements or task</li> </ul>
<b>Lost time Injury (LTI)</b>	<ul style="list-style-type: none"> <li>• An LTI is a work-related injury or illness, which results in an individual being unable to carry out any of his/her duties or to return to work within 24 hours following the injury, unless caused by delays in getting medical treatment.</li> <li>• An injury is classified as an LTI if the person is discharged from work for medical treatment due to a work-related injury, not caused by a pre-existing condition or a medical illness</li> </ul> <p>Note: the period of 24 continuous hours includes rest hours, discharge, sign-off days, weekends, public holidays and days after ceasing employment</p>
<b>EXAMPLES OF WORK- AND NON-WORK-RELATED INJURY</b>	
<b>Non-Work-Related Events:</b>	<p>The criteria for when an injury or illness is not considered work-related and therefore not recordable include:</p> <ul style="list-style-type: none"> <li>• <u>Non work related exposure:</u> If the injury or illness involves signs or symptoms that surface at work but result solely from a non-work-related event or exposure that occurs outside the work environment.</li> <li>• <u>Voluntary Participation:</u> If the injury or illness results solely from voluntary participation in a wellness program or in a medical, fitness, or recreational activity such as blood donation, physical examination, flu shot, exercise class, or sports activities.</li> <li>• <u>Personal Consumption:</u> If the injury or illness is solely the result of an employee eating, drinking, or preparing food or drink for personal consumption. However, if the employee is made ill by ingesting food contaminated by workplace contaminants or gets food poisoning from food supplied by the employer, it is considered work-related. For example, if the employee is injured by choking on a sandwich while in the employer's establishment, the case would not be considered work-related.</li> <li>• <u>Personal Grooming and Self-Medication:</u> If the injury or illness is solely the result of personal grooming, self-medication for a non-work-related condition, or is intentionally self-inflicted.</li> <li>• <u>Pre-Existing Conditions:</u> If an event or exposure in the work environment does not significantly aggravate a pre-existing condition, it is not considered work-related</li> </ul>

traveling:	<p>Categorization is defined based on the context of the travel and the activities being performed.</p> <ul style="list-style-type: none"> <li>• <u>Commuting</u>: commuting-related injuries are excluded from incident reporting and is defined as travel between a worker's home and their place of work. It also includes the last work site to home. This includes travel between a worker's identified work location and any location for personal business, such as a restaurant.</li> <li>• <u>Commute organized by employer</u>: If the commute is part of the employee's work duties or is arranged by the employer, such as traveling between work sites or attending meetings, injuries sustained during this travel shall be considered work-related.</li> <li>• <u>Employer-Arranged Travel</u>: If the employer/contractor arranges travel, such as providing transportation or requiring travel between multiple work locations, injuries that occur during this travel are considered work-related. For example, if an employee is injured while traveling from a hotel or worker accommodation to a worksite as part of their job duties, this injury shall be recorded as work-related</li> <li>• <u>Business Travel</u>: Incidents that occur during business travel are generally considered work-related. This includes travel directly to and from the temporary residence (e.g., hotel) from the airport, train station, or rental car agency.</li> <li>• <u>Work-Related Activities</u>: Injuries or illnesses that occur while the employee or contractor is engaged in work-related activities in the interests of the employer are considered work-related. This includes driving or being driven in a vehicle for workrelated purposes.</li> <li>• <u>Non-Work-Related Activities</u>: Incidents that occur during personal activities or recreational activities while traveling are typically not considered work-related.</li> <li>• <u>Employers Property</u>: Incidents that occur on the employer's property, such as an injury in the employer's car park when an employee, visitor or contractor is leaving the employer's property. This is considered work-related. An injury is considered work-related if it occurs in the work environment and on employers work property.</li> </ul>
<p><i>The above categories shall be read in conjunction with applicable local legislative requirements. Where the host country imposes more stringent standards or interpretations, those requirements shall take precedence and must be followed</i></p>	

## APPENDIX G - SAFE TO START

APMT-TTO-HSSE-StS-02		APM TERMINALS  Lifting Global Trade.	
PROJECT EXECUTION - HSSE			
SAFE to START PROCESS v.02			
<b>APMT HSSE Manager</b>			
<b>Project Name / Reference:</b>			
<b>Terminal Location</b>			
<b>Project Sponsor</b>			
<b>Project Lead Manager</b>			
<b>Construction Manager</b>			
<b>PMC Company</b>			
<b>PMC HSSE Principal Contact</b>			
<b>Date:</b>			
<b>Date of Review:</b>			
Project Particulars			
Project Description			
Contact:		Name / Organisation:	Telephone Contact:
Lead Designer:			
Designers			
Main Contractor:			
(Sub) Contractors (Optional):			
Responsible Stakeholders (Optional)			
Third Party Support (Optional)			
Other			
Programme:			
Period allowed Main Contractor / Design:		Mobilisation Period:	
Construction Phase Start Date:		Duration of Construction Phase	
Project HSE Notification required?		Handover Date(s):	
Construction Phase HSSE Plan (CPHSSEP) Acceptance Notes / Actions			
Note: Failed acceptance - no start!			
Construction Phase Plan			
APMT Project Manager Name:		Position:	
Signature:		Date:	
APMT HSSE:		Position:	
Signature:		Date:	

Part 1.0 - Pre-Commencement Process, Site Handover and Mobilisation			
<b>Arrangements For:</b>			
1.1 Stakeholder and Third Party Notifications Complete (Actions)	Any that may be affected by our works		
	Clashes identified		
1.2 Pre-Commencement Meeting (Actions)	Reference Main Contractor Meeting Agenda		
	Site Monitoring Arrangements in place		
	APMT HSSE standards (Project Specification) issued and agreed		
1.3 Inductions - Attendance and Record (Actions)	Key risks / hazards communicated		
	5 points PPE available to all on site		
1.4 Site Handover to Main Contractor and Authority for Set-Up	Site Mobilisation and Set-Up RAMS (CHSSEP)		
	Handover Condition and Main Contractor Acceptance Record (Date / Time)		
	Site Demise Plan (CHSSEP) and Condition Record		
Part 1.0 - Compliance Summary - Site Handover & Site Set-Up Certification			
Comments:			
APMT Project Manager Name:		Position:	
Signature:		Date:	
Main Contractor Name:		Position:	
Signature:		Date:	

Part 2.0 - Pre-Commencement Process, Site Handover and Mobilisation	
Checklist for Works Commencement Authorisation:	Comments:
2.1 Site Security and Public Protection	
2.2 Site Access / Egress, Highways Controls and Means of Escape	
2.3 Site Accommodation and Welfare - Fully Set-Up and Compliant	
2.4 Site HSSE and Compliance Documentation	
2.5 Key / High risks identified and control measures agreed	
2.6 Site Vehicle / Plant Segregation Arrangements	
2.7 Environmental and Waste Management Arrangements	
2.8 Site-Specific Hazard Control Measures (Temporary Works) (RAMS developed)	

Part 2.0 - Compliance Summary - Site Works Commencement Certification			
Comments:			
APMT Project Manager Name:		Position:	
Signature:		Date:	
Main Contractor Name:		Position:	
Signature:		Date:	



## APPENDIX H. - TYPICAL CONTENT OF PROJECT MANAGEMENT PLANS

Project Management plan	
<b>HSSE Management plan</b>	<ul style="list-style-type: none"> <li>• Purpose and scope</li> <li>• Project overview</li> <li>• Policies</li> <li>• References and Applicable Requirements</li> <li>• Roles and Responsibilities</li> <li>• Safety Leadership</li> <li>• HSE Organization</li> <li>• Training and competence</li> <li>• Communication</li> <li>• Risk Management</li> <li>• Controlling Risks: <ul style="list-style-type: none"> <li>- Working at Height (fatal 5)</li> <li>- Lifting Operations (fatal 5)</li> <li>-Traffic &amp; Transport Management (land + marine) (fatal 5)</li> <li>-Confined Spaces</li> <li>- Hot Work</li> <li>- Energy isolation, Electrical Safety &amp; Lock-out/Tag-out (fatal 5)</li> <li>-Excavation &amp; Trenching</li> <li>- Machinery, tools and equipment</li> <li>-Hazardous Substances (incl. asbestos/silica)</li> <li>-Heavy equipment and mobile plant</li> <li>-Working near water</li> <li>-Marine works</li> <li>-Concrete works</li> <li>-Building works</li> <li>-Paving</li> </ul> </li> <li>• Contractor and subcontractor management</li> <li>• Incident Management</li> <li>• Emergency Preparedness &amp; Response</li> <li>• Health Management</li> <li>• Environmental management</li> <li>• Social Performance</li> <li>• Action tracking</li> <li>• Inspections Audits and Monitoring</li> <li>• Reporting</li> </ul>
<b>Emergency Response plan</b>	<ul style="list-style-type: none"> <li>• Purpose and scope</li> <li>• References and Applicable Requirements</li> <li>• Roles and Responsibilities</li> <li>• Emergency Communication</li> <li>• Emergency Scenarios <ul style="list-style-type: none"> <li>-Fire and explosion</li> <li>-Medical emergency</li> <li>-Working at height rescue</li> <li>-Confined space rescue</li> <li>-Crane or lifting incident</li> <li>-Hazardous materials spill</li> <li>-Environmental incident</li> <li>-Natural disasters (flood, cyclone, extreme weather)</li> <li>-Traffic accident (land/marine)</li> <li>-Security threat</li> <li>-Man overboard</li> </ul> </li> <li>• Response Procedures</li> <li>• Emergency Equipment</li> <li>• Emergency Facilities</li> <li>• Training and Competency</li> <li>• Drills and Exercises</li> <li>• Route to selected medical facilities and response time emergency responders</li> <li>• Coordination with External Agencies</li> <li>• Incident Reporting</li> <li>• Documentation, Plans, and Maps</li> </ul>
<b>Environmental Management plan</b>	<ul style="list-style-type: none"> <li>• Purpose and Scope</li> <li>• References and Applicable Requirements</li> <li>• Environmental Policy and Objectives</li> </ul>

	<ul style="list-style-type: none"> <li>• Project Description and Activities</li> <li>• Roles and Responsibilities</li> <li>• Environmental Aspects and Impacts <ul style="list-style-type: none"> <li>-Air</li> <li>-Water</li> <li>-Soil</li> <li>-resources</li> <li>-Flora and Fauna</li> <li>-Cultural heritage</li> <li>-Climate and weather</li> <li>-Social: Traffic, light</li> </ul> </li> <li>• Environmental Management Controls</li> <li>• Pollution Prevention and Spill Response</li> <li>• Environmental Monitoring and Measurement</li> <li>• Environmental Inspections and Audits</li> <li>• Waste Management</li> <li>• Resource Use Management</li> <li>• Community and Stakeholder Interface</li> <li>• Emergency Preparedness</li> <li>• Training, Awareness and Competence</li> <li>• Documentation and Record Keeping</li> <li>• Reporting</li> </ul>
<b>Traffic Management plan</b>	<ul style="list-style-type: none"> <li>• Purpose and Scope</li> <li>• References and Applicable Requirements</li> <li>• Policy and Objectives</li> <li>• Project Description and Activities</li> <li>• Roles and Responsibilities</li> <li>• Project Traffic Overview (in project and outside project)</li> <li>• Traffic Risk Assessment</li> <li>• Approved Routes and Access Controls</li> <li>• Traffic Flow Management</li> <li>• Site Layout &amp; Signage</li> <li>• Barriers type and quantity</li> <li>• Vehicle and Equipment Requirements</li> <li>• Driver and Operator Requirements</li> <li>• Interaction with Public Roads &amp; Community Areas</li> <li>• Marine Traffic Management (if applicable)</li> <li>• Emergency Access and Response</li> <li>• Monitoring &amp; Compliance</li> <li>• Training and Awareness</li> <li>• Documentation, Maps &amp; Drawings</li> </ul>
<b>Social Management plan</b>	<ul style="list-style-type: none"> <li>• Purpose and Scope</li> <li>• References and Applicable Requirements</li> <li>• Policy and Objectives</li> <li>• Project Description and Activities</li> <li>• Roles and Responsibilities</li> <li>• Stakeholder Identification and Engagement</li> <li>• Community Health, Safety and Security</li> <li>• Labour and Working Conditions</li> <li>• Grievance Mechanisms</li> <li>• Management of Social Risks and Impacts</li> <li>• Contractors and Subcontractors</li> <li>• Traffic and Community Interaction</li> <li>• Cultural Heritage</li> <li>• Vulnerable Groups</li> <li>• Monitoring, Reporting and KPIs</li> <li>• Emergency Preparedness (Social Element)</li> <li>• Training and Awareness</li> <li>• Communication</li> </ul>