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1. OBJECTIVE

The objective of this Instruction is to ensure that the company established system maintains a high level of safety awareness and fosters responsible and safe behavior in order to eliminate accidents with fatal outcomes and minimize possibilities for driving-related injury.

2. APPLICABILITY AND RESPONSIBILITIES

The Instruction is applicable to:

- All cement (including quarry) and non-cement activities (aggregates, raw meal, etc.)
- All company vehicles (including cars, trucks, buses, forklifts, quarry mechanization, other mobile plants...) and drivers
- All Contractor's vehicles and drivers for which the Contractor has concluded a contract with the Company and with reference to road transport of passengers (persons employed in the Company and its visitors) to destinations both in and out of the Republic of Macedonia
- Indirectly to all contractor and sub-contractor vehicles and drivers operating on plant premises and public areas on company business

The Instruction is to be approved by:


- All employed drivers
- All contractors, customers, suppliers and visitors' drivers
- Security
- All line managers

Persons accountable for Instruction implementation are:

- The Chief Executive Director
- Plant/ Department Managers
- The Occupational Health and Safety Manager

3. REFERENCES TO OTHER INSTRUCTIONS/PROCEDURES

- I2-P.1810 Manual for Contractors' Management from the OSH Aspect
 - P.1880 Accident Investigation
 - I19-P.1820 Safe Operation of Forklifts¹
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¹ The Safe Operation of Forklifts is elaborated in detail in Instruction I19-P.1820. The general safety measures from this Instruction are also applicable to forklifts.

4. DESCRIPTION OF THE PROCESS - ACTIVITIES

Detailed explanation of the terms and definitions which are used in these procedures is given in Appendix 1.

The Company must adhere to all regulations pertaining to safe driving envisaged in the local laws if they are more stringent than those set out in this Instruction.

4.1 Regulations pertaining to Safe Driving

The regulations pertaining to safe driving which must be applied both by the company and their contracted transporters are the following:

Rule 1 – Staying Alert and Preventing Fatigue

Drivers must not operate a vehicle unless they are appropriately rested and alert.

Drivers are to report on duty appropriately rested.

Every driver is obliged to stop driving if he/she is tired or fatigued. It is a must to have a 30-minute-break for every 3 hours of continuous driving.

The H&S Department will obtain results from the annual medical check-ups of its employees who operate the company's vehicles in order to monitor the psycho-physical condition of the drivers.

Rule 2 – Drugs and Alcohol

Drivers must not operate a vehicle whilst under the influence of alcohol, drugs or any other substance or medication that could impair their ability to safely operate the vehicle.

The Company is entitled to carry out random alcohol tests to its employees and the (sub)contractor's drivers.


The H&S Department is entitled to request drug tests from its employees and the (sub)contractor's drivers to ensure health competency and awareness of defensive driving². In case of a drug test request, the addressed driver must submit the results to H&S Manager within 48 hours following the official delivery of the request. Should he/she fail to do so, a disciplinary action will be taken against him/her.

In case of positive drugs and alcohol test findings the following measurements shall be applied:

For the company employees

- A Company disciplinary action shall be instigated

For (sub)contractor's and customer's drivers

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² Defensive driving is driving to save lives, time, and money, in spite of the conditions around you and the actions of others – the definition was undertaken from the National Safety Council's Defensive Driving Course

- An official note for the incident shall be sent to the contractor's³ and customer's responsible persons
- The contractor's driver must be immediately expelled. If violation is repeated by another driver from the same contractor, then the contractor company should be removed from company approved contractor's list
- In case of improper conduct of a driver towards a customer that violates the company rules, entrance to company premises will be prohibited to the driver.
- In case that a driver receives medication due to a certain illness, he/she must present a document by a medical doctor verifying that the medication does not induce drowsiness or alters the person's behavior.

Rule 3 - Seatbelts

All vehicles (owned, contracted or rented) must be fitted with seatbelts for each and every occupant.

Drivers and occupants of any vehicle must use seatbelts at all times when the vehicle is in motion.

The use of seatbelts is a recognized method of providing protection to vehicle occupants in the event of an accident. Therefore, it is the **driver's responsibility** to ensure that all passengers wear their individual seatbelts whenever the vehicle is in motion.

Taxis and buses which are not fitted with seatbelts should be used only where no alternatives exist. To minimize the risk, the front passenger seats (close to the windscreen) and seats in buses adjacent to doorways should not be occupied unless seatbelts are fitted.

The use of devices that stop, loosen or modify the proper functioning of seatbelts is forbidden.

In vehicles equipped with sleeper berths, provided that the berth is to be used while the vehicle is in motion, some form of approved restraint must be provided and used at all times when the vehicle is in motion.

Rule 4 – Passengers

Drivers must not accept passengers on company business unless authorized by the company responsible persons.

For heavy vehicles, this includes but is not limited to non-authorized assistant drivers, helpers, family members and/or hitch-hikers. Light vehicle drivers (eg. company-owned or leased vehicles) may accept passengers when the vehicle is being used privately.

The number of vehicle occupants may not exceed the number indicated in the vehicle license.

Rule 5 – Loads

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³ The contractors are responsible for their subcontractors' drivers. The provisions pertaining to the contractor's drivers are also applicable to the subcontractors' drivers. Loads carried by vehicles must be safely secured and within the weight limitations specified by the manufacturer or within the local legal limitations if more restrictive.

Rule 6 – Observance of Road Rules and Road Signs (on-site and off-site)

Drivers must be familiar with and observe the vehicle codes, laws and regulations (i.e. speed limits, stop signs, etc.) in the places where they operate the vehicle, including the places where only occasional travel is anticipated.

Speed limits indicated in the company locations must be observed at all times.

Drivers should drive at speeds that are safe for the conditions, recognizing that, in some circumstances (such as rain or fog) this may be below the stipulated speed limit.

Speed is regarded 'safe' when attention is given not only to weather and road conditions, but also to the potential impact of a collision on road-users who are inherently vulnerable, such as pedestrians and cyclists.

Rule 7 – Mobile Phones, Two-Way Communication Devices and Attention Distraction

The use of hand-held mobile phones is prohibited when operating a vehicle. This includes text messaging as well.

Passive listening and response to operational emergencies using hands-free devices, two-way radios or "Citizen Band" (CB) radios is allowed. Nevertheless, their use should be kept to the minimum which is deemed in order to communicate and control the hazards and risks of the journey being undertaken.

At fueling stations, mobile phones should be not used inside or outside the cabin while fueling.

Other attention distracting activities such as eating, drinking, etc. during driving should be avoided. Such activities increase the risk of accident due to distraction and lack of concentration.

Rule 8 – High Visibility Drivers' Clothing

Drivers must wear high-visibility clothing when working directly outside or adjacent to moving vehicles; this includes the roadside, quarries, construction haul roads and near mobile equipment at construction sites.

High visibility clothing in good condition is a form of traffic management control that provides advance warning to the other road users that a person is on or near the road.

The high visibility clothing should be in compliance with the requirements for day or night use, i.e. a combination of fluorescent and retro-reflective material.

Rule 9 – Defensive Driving

Defensive driving means anticipating and thinking ahead of the others. The rules for defensive driving are:

- Always be alert to avoid unpleasant surprises.
- Keep an eye not only on the road, but also on the sides.
- Use the mirrors.
- When visibility is limited, reduce speed.
- Keep a safe distance from the vehicles in front of you. Use the 3-4 second rule: 3 seconds lead distance under normal conditions, and 4 seconds in case of adverse driving conditions.
- When driving, keep full control of the vehicle.
- Indicate your moves to other drivers when stopping and maneuvering. Indicate them ahead of time
- Although you have the right-of-way, keep an eye on the other vehicles. Never assume they will grant you the right-of-way.
- Never irritate other drivers whether provoking them or in vengeance.
- Anticipate pedestrians' reaction, especially near schools and hospitals.

4.2 Drivers

To be a safe driver you need not only to know techniques, but also be responsible and keep a professional attitude to everything going on while driving; regardless whether it is with ourselves, with the road conditions, other drivers, pedestrians or weather conditions.

The Company is to employ only drivers that are qualified and properly trained. Line managers jointly with the H&S and HR manager are responsible for drivers' selection and training.

4.2.1 Driver Qualification and Selection

Drivers should be qualified, eligible and capable of driving safely according to established criteria. The qualification process should:


- Assure that the applicant holds the appropriate class of legal licence for the vehicles (plus trailers) that the person is expected to drive or operate
- Explore the past accident or prosecution history before selection for interview.
- Verify the applicant's eligibility to drive, his/her health and eyesight
- Verify that the applicant's references are sound and that the driver's licence is valid
- Assess the driving competence and attitudes at the recruitment stage
- Test the driver's knowledge of the local road rules or the Highway Code where available.

Carry out an on-road assessment to ensure that the potential employee is competent to carry out the required driving tasks.

4.2.2 Driver training and assessment

All drivers who drive on company business should undergo initial driving (induction) training together with ongoing training assessed throughout their employment. For high-risk environments and specialized vehicles, additional training should also be organized.

It is recommended that any light or heavy vehicle driver who drives more than 16,000 km per year on company business be trained and assessed.

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Mobile plant operators who as part of their job drive for more than 15 percent of their working hours (or pro-rata time for any part of the year) should also adhere to the training and assessment requirements outlined.

Driving training should include the following:

- Review of company policies and standards related to driving
- Review of lessons learned from past incidents and accident trends
- Defensive driving techniques (safe travelling distance, eye movement and focus length, anticipation, braking)
- Journey risk management techniques
- Tiredness and fatigue prevention
- Effects of medication and substance abuse
- Vehicle restraint systems (seatbelts) and safety equipment
- Pre-start checks and proper seating position
- Local driving hazards (including personal security), regulations and culture
- Assessment of driving skills and behavior

The need for refresher training and assessment should be based on drivers' performance and risk exposure, with refresher training scheduled at least every three years following the initial training. If the unsatisfactory driving skills and behavior do not improve through training and coaching, drivers should be relieved from driving duties.

The quality of the training provider and course content must meet the requirements and expectations of the Company. The Company should:

- Use a trainer accredited by a recognized body
- Provide input about the training course and content so that it meets their specific needs

The H&S Manager jointly with the HR Manager are responsible to regularly review the standard of training in order to improve the course quality and relevance.

4.2.3 Driver's Responsibilities

Each driver is to

- Observe the safety rules set out in paragraph 4.1
- Ensure that the vehicle is regularly maintained and is in safe driving condition.
- Ensure that the spare tire is in good condition and the vehicle has the required safety equipment (see paragraph 4.3.1).
- Ensure that the vehicle is maintained clean inside and out.
- Ensure that any condition affecting the safe operation of the vehicle is promptly brought to the attention of the responsible persons and appointed for repair service work.
- Carry out a vehicle pre-start check.

4.3 Vehicles

4.3.1 Vehicle Specification and Selection

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Selecting the right vehicle for the task (taking into account the type and duration of journeys for both the driver and vehicle) will ensure that transport activities are carried out effectively with minimum risk posed to the driver, to the load and to other road users. In addition, during the process of purchasing a new vehicle, safety equipment and facilities must be taken into consideration.

4.3.1.1 Light Vehicles Safety Specification

Light vehicles are any motor vehicle the gross weight of which is less than 3,5t and that have fewer than eight passenger seats.

The following minimum equipment must be installed and securely fixed, where practical/possible;

- Three-point fixed seat-belts
- Head rests (all seats)
- Air bags (at least for the driver)
- Having tyres of the same type, profile, weight rating and tread pattern
- The tyre tread depth is to comply with the official national regulations
- Driver and passenger side-mirrors
- Anti-lock brakes

It is recommended considering the following additional safety equipment (where not already mandatory pursuant to the national laws) for the vehicle and training drivers for their use in order to help them better manage and deal with hazards and emergencies:

- A fire extinguisher
- A first-aid kit and a flashlight/torch
- A suitable spare wheel and tire
- A tool kit and vehicle spare parts (bulbs, fuses, fan-belts)
- Warning triangles
- A towrope
- Winter safety equipment which includes proper tires or chains if necessary.

4.3.1.2 Heavy Vehicles Safety Specification

Heavy vehicles are any motor vehicles with a gross weight above 3,5t.

The following minimum equipment should be installed on new heavy vehicles. The existing vehicles should be upgraded and prioritized as per risk assessments and where cost effective to do so.

- Left and right-hand wing mirrors, and convex mirrors for blind spots (Note: refer to the latest EU regulations for wide-angle blind spot mirrors on all new vehicles)
- Air bags (at least for the driver)
- Anti-lock brakes
- Three-point fixed seatbelts at minimum for the driver
- Reversing audible alarm system (all vehicles with limited rear visibility)
- Tachograph
- Rubber pads on all pedals (e.g. clutch and brake) to prevent slippage.
- Rear under-run protection to protect against damage from rear end collision and to prevent contact by a vehicle colliding with the chassis rails (for vehicles greater than 12.5 ton)
- Tires that comply with statutory minimum tread depth (no retread tires on steer axles)

- Cargo stowage devices so that equipment is not free to move around in the cabin (e.g. jacks and tools)
- Wheel chocks
- Mudguards and mud flaps
- Warning signs for cyclists

Where a risk assessment demonstrates that the risks of rollover due to terrain, vehicle type or work conditions are higher than normal, a properly engineered rollover protection device must be installed (internally or externally).

Any loose items which might cause injury in an accident must not be carried in the passenger compartment of any vehicle. Any vehicle with non-segregated storage should be equipped with a cargo net or equivalent to separate the storage area from the passenger area.

Minimum additional safety equipment for the vehicle is:

- A fire extinguisher
- A first-aid kit and a flashlight/torch
- A suitable spare wheel and tire
- A tool kit and vehicle spare parts (bulbs, fuses, fan-belts)
- Warning triangles
- Winter safety equipment which includes proper tires or chains if necessary
- Wheel chocks (for routine loading or unloading operations)

4.3.1.3 Buses

Buses are any motor vehicles with nine or more passenger seats.

The following minimum equipment should be installed on new **buses**. The existing vehicles should be upgraded and prioritized as per risk assessments and where cost effective to do so.

- Three-point fixed seat-belts for drivers and front seat passengers. All other passenger seats shall be fitted as a minimum with an inertia two-point seatbelt.
- Head rests (all seats)
- Have tyres of the same type, profile, weight rating and tread pattern
- Tyre tread depth is to comply with the official national regulations
- Air bags (at least for the driver and front seat passengers)
- Driver and passenger side-mirrors
- Anti-lock brakes

It is recommended to consider the following additional safety equipment (where not already mandatory pursuant to the national law) for the vehicle and to train drivers for their use in order to help them better manage and deal with hazards and emergencies:

- A fire extinguisher
- A first-aid kit and a flashlight/torch
- A suitable spare wheel and tire
- A tool kit and vehicle spare parts (bulbs, fuses, fan-belts)
- Warning triangles
- A towrope
- Winter safety equipment which includes proper tires or chains if necessary.

4.3.1.4 Plant Mobile Equipment (Vehicle)

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Plant mobile equipment is any vehicle that is used to perform plant or quarry everyday operation (e.g. loaders, forklifts, bulldozers, etc.).

The following minimum equipment should be installed (if applicable for a specific) vehicle.

- Left and right-hand wing mirrors and convex mirrors for blind spots (Note: refer to the latest EU regulations for wide-angle blind spot mirrors on all new vehicles)
- Air bags (at least for the driver)
- Anti-lock brakes
- Reversing audible and light alarm system (all vehicles with limited rear visibility)
- Rubber pads on all pedals (e.g. clutch and brake) to prevent slippage.
- Rear under-run protection to protect against damage from rear end collision and to prevent contact by a vehicle colliding with the chassis rails (for vehicles greater than 12.5 tons)
- Tires that comply with the statutory minimum tread depth (no retread tires on steer axles)
- Cargo stowage devices so that equipment is not free to move around in the cabin (e.g. jacks and tools)

It is recommended considering the following additional safety equipment (where not already mandatory pursuant to the national law) for the vehicle drivers in their use in order to help them better manage and deal with hazards and emergencies:

- A fire extinguisher
- A first-aid kit and a flashlight/torch
- Warning triangles

4.3.2 Vehicle Maintenance and Servicing


It is the responsibility of both the Company and Contractor to ensure that all vehicles, owned and rented, are in a roadworthy condition. As well as reducing the risks of danger on the road and of vehicle breakdown, a well-maintained vehicle will operate more efficiently and economically.

The Company is to provide a planned approach to vehicle maintenance, including daily and weekly driver checks, planned maintenance programs with clear standards and minimum periods between services and a legally obligated inspection.

The maintenance is to be regularly assessed to ensure that it is of high standard. Ensure use of quality spare parts on company vehicles, particularly for safety critical elements such as brakes or tires. Monitor the durability of parts and any vehicle defects so that problems and trends can be identified in order to upgrade vehicles, components or maintenance rules accordingly.

“In-house” servicing and maintenance should only be undertaken by people trained, qualified and licensed to do so and in designated maintenance areas. Reference should be made according to the vehicle manufacturer’s manual.

The undertaking of any “amateur” maintenance on sites, either by vehicle drivers or by the contractor’s or customer’s drivers is prohibited. Only in case that the vehicle cannot be transferred to a workshop, specialized personnel are allowed to perform on-site maintenance work.

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4.3.3 Vehicle Pre-Start Checks

All vehicles need to be routinely checked and inspected by the designated driver.

The visual pre-start checks should be carried out prior to each journey or daily if the journey is more than 24 hours long. For mobile plant and quarry equipment visual check-up should be carried out prior to every shift.

The visual pre-start check covers at minimum:

- The condition of wheels and tires (e.g. wheel nuts and tread depth)
- Lights and reflectors
- Windows, mirrors and windscreen wipers
- Horns
- Structure, bodywork and fluid systems
- Brakes and hand-brakes
- Steering condition

Check-up findings have to be recorded in vehicle check-up form (F1-I8-P.1820 Pre-Start Check). As for forklifts, the checklist is included in Instruction I19-P.1820 'Safe Operation of Forklifts'.

The pre-start check should be conducted in good light so potential faults or defects are not missed. The driver should be trained to rectify any minor faults (e.g. topping up of fluid levels) as well as completing a vehicle checklist to report any faults. Safety critical defects, for example brake failure, must be reported and the vehicle "tagged" and taken out of use immediately, and not driven until defects are rectified. To facilitate this:

- Mechanics and drivers must report vehicle defects
- All malfunction vehicles should be properly tagged (e.g. "Vehicle out of operation") to ensure people are able to identify a vehicle as 'out of service'.

It is recommended that vehicle maintenance teams inspect each vehicle on a routine basis (ideally weekly). This ensures that anything missed during drivers' checks is identified.

4.4 On-site Road and Traffic

In situations where driving is required on company property, a control should be put in place in order to manage site driving routes and to separate people from moving vehicles.

As a minimum the following controls should be in place at company sites:

- **Entrance to the factory area** - Gate security is responsible for visual control of the vehicle and driver condition
- **Circulation/traffic/route plan** – Suitably marked at site entrance
- **Signage** – Clear and suitably marked traffic patterns, road rules, site rules (PPE requirements), location of factory offices, speed limits, turning and parking areas, prohibited areas
- **Speed limit** – Vehicle speed limit inside the site is 20 km/h or 10 km/h according to the vertical signalization placed
- **Lighting** – Appropriate lighting on traffic routes, pedestrian routes, walkways, and parking areas to improve visibility and security for people and their vehicles

- **Parking /Drivers' rest areas** – Clearly designated, signed and distanced away from main routes and dangerous areas. Vehicles are required to reverse into parking designated parking bays. Every effort should be made to park the vehicle so the first move is forward when leaving the parking space.
- **Pedestrian areas** – Safe pedestrian zones and walking routes must be clearly signed and marked to separate people from moving vehicles at all times
- **Edge protection** – Edge protection constructed of quarried materials must be either 1.5m high or the rolling radius of the largest tire – whichever is greater. A boulder-faced edge should be of equal height to the diameter of the largest tire. Higher berms should be installed where it is likely that a vehicle may go through the edge protection.
- **Roadways** – for single lane (one-way) traffic, the lane should be at the minimum 1.5 times the width of the widest vehicle. For double lane (two-way) traffic, the lane should be 3 times the width of the widest vehicle. This increases to 4 times the width of the widest vehicle at curves and corners
- **Right of Way** – All traffic at all times should give way to larger trucks and loaders (irrespective of the truck being loaded or not)
- **Reversing – Mitigate the need to reverse** by using one-way systems or designated turning areas. Where reversing is necessary, the activity should be risk assessed and appropriate control measures put in place, including:
 - Fitted lights, convex mirrors, audible reverse alarms and (optional) side-scan radar systems (*Ultrasonic reversing sensors may be used*).
 - Reversing areas designed with adequate space and edge protection
- **Communication** – Clear communication system and protocols must be established to avoid the need for people to be amongst moving vehicles
- **Loading / Unloading** – Unloading can only be performed where and when the driver is instructed. During loading, no other persons may be present in the area of operations.
- **Emergency route** – Emergency routes have to be clearly marked and kept free at all times.
- **Unattended vehicle** – Vehicle and plant mobile equipment can be left unattended only in the parking location
- **Incidents** - The Company is entitled to investigate all incidents concerning violation of Safety Driving Rules in accordance with the Incident Investigation Procedure. The Occupational Safety and Health Manager is responsible for keeping records of on-site and off-site incidents investigation. All drivers are obliged to inform the responsible company staff of any driving related incident which occurred including Near-misses.

Make it clear to everyone entering company premises (employees, contractors, clients and service providers) that driving in the factory area requires the same or a higher standard of care as on public roads.

4.5 Journey Hazard Management

The risk of a road accident is higher when drivers and vehicles travel on the road for longer periods, especially in hazardous or dangerous environments. All journeys, either performed by company or contractors' drivers, should be reviewed. The review includes overall logistics strategy and considers whether changes in transport mode, vehicle type or the supply and delivery system can reduce exposure to the risk of driving on road, without impacting its overall business performance.

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Where the journey is necessary, all risks should be assessed, particularly risks associated with long-haul journeys, night-time driving, use of higher-risk routes and areas, weather conditions, etc. Where appropriate, a Journey Management Plan (Form F2 I8-P.1820), guided by the risk assessment, should be put in place, and the journey must be planned to ensure safe working hours.

The Journey Management Plan is to ensure that:

- A journey manager has been designated (e.g. a foreman)
- A pre-trip briefing is held between the driver and manager/supervisor to discuss any changes regarding; routes, stops, hazards, loads, people and contingency plans for en-route emergencies (e.g. breakdown procedures)
- The route is clearly defined and mapped
- Potential driving hazards, especially dangerous intersections, are identified in advance, taking into consideration the terrain, time of day, weather, known dangerous zones (black spots), speed limits, holidays (especially when they involve fasting or alcohol)
- Appropriate vehicles are assigned to the journey considering the hazards identified
- Only qualified drivers are assigned with current certification for the type of vehicles to be used
- Appropriate means of communication between the driver and journey manager are available and a communications protocol is agreed upon (e.g. communicate to the destination or maintain control with the vehicle if managed from the point of origin)
- Vehicles are inspected prior to commencing the journey (*see 4.3.3 Pre-Start Checks*)
- Rest-stops are scheduled
- An estimated destination arrival time is defined and people at the destination are informed. They must activate a contingency plan if the driver does not arrive at the estimated time
- All trips during hours of darkness or times of reduced visibility must be systematically reviewed for risk and be subject to formal management approval before they begin. Risk assessment must consider the risk of occurrence of snow, dust, smoke, fog, heavy rain, security risks and local driving minimum requirements.
- Drivers are physically and mentally fit, giving particular attention to past hours worked, past amounts of sleep, time of day
- The driver clearly understands his/her responsibility to report completion of the trip to the journey manager or scheduler.

In places where vehicle visibility can be problematic for other people (pedestrians) vehicles will drive with their lights on at all times, unless specific risks (security, other risks) determine that such a practice presents an unacceptable risk.

When parking, every effort should be made to park the vehicle so the first move is forward when leaving the parking space. Before starting the vehicle, the driver should ensure that no people are sleeping underneath or around the vehicle.

When scheduling new journeys, the company should consult the drivers and encourage continual feedback from the drivers to help identify and mitigate all known and potential journey risks.

If deemed necessary, the Company should work with the local agencies or authorities to influence them to improve the safety of the road network and road signage.

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It is essential that managers, schedulers and staff DO NOT press or authorize any driver to rush or take unacceptable risks.

4.6 Transport Contractor Management

Contractors used for transport of passengers, products and materials pose a significant risk to the organization. Off-site transport by contractors presents significant challenges in terms of safety management control, which nonetheless has to be actively addressed; as such contractor transport often involves contractor and third party fatalities and injuries.

The Driving Safety Rules, vehicle and driver requirements and on-site traffic rules which are outlined in this Instruction do also apply equally to Contractors.

While it is the responsibility of the Contractor to implement these in his fleet and activities, it is the responsibility of the Company to ensure that these Rules and Minimum Requirements are implemented by the Contractor as part of the Contract.

Specifically the Company is to assure that:

- Contract Driving Safety is included as part of the contractor pre-qualification, short-listing and approval process
- Contract Driving Safety is embedded in the contract definition and awarding phase
- Contract Driving Safety is part of the pre-commencement phase in terms of risk assessment
- Contract Driving Safety is regularly reviewed and controlled during contract implementation
- Contract Driving Safety is included as part of the contract close-out and review phases.


The above process steps are aligned with the Contractor Safety procedures.

The contractors will adopt and operate a Driving Safety Management System at least equal to that of the Company. This needs to be formally agreed and documented in the contract.

When assessing a contractor's suitability to provide transport services, the Company will engage key support groups within their organizations such as the Legal and Procurement Section. These groups can support the business to include driving safety expectations, performance and assurance requirements in contract negotiations, to develop or amend contracts and to provide coaching and guidance where recognition of risk is required.

Recommended criteria for the selection of transport service providers (including solo transporters) are:

- The Company has a driving safety policy in place that:
 - requires compliance with the relevant legislation
 - considers the client's specific requirements
 - demonstrates commitment to improving driving safety performance
- The Company has a process for managing driving safety:
 - The drivers are trained, certified and medically fit to operate the vehicle
 - The drivers are rested and alert
 - The vehicles are inspected and faults rectified
 - Emergency response procedures are in place for vehicle incidents

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- Risks of journeys are assessed and appropriate controls taken
- Driver behavior is appropriately addressed (rewards / sanctions)

During the contract period, contractors will be visited by the company representatives and supported at regular intervals to assist them with the integration of driving safety elements into their management system. Joint reviews will be held regularly to ensure that driving safety objectives are achieved, (eg. ongoing driving training, reporting of incidents, compliance with rules, etc). The frequency of these visits and reviews is to be determined by the Company.

5 RECORDS

The following forms are filled in and kept:

F1-I8-P.1820 – Pre-Start Check

F2-I8-P.1820 – Journey Management Plan


6. SOFTWARE

This Instruction is not supported by any software.

7. RECORDS

The filled in forms (records):

- F1-I8-P.1820 – Pre-Start Check is kept by the driver for a period of 1 year
- F2-I8-P.1820 – Journey Management Plan (a copy of it) is kept by the journey organizer, the journey supervisor and the driver for a period of 1 year

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Appendix 1

GLOSSARY OF TERMS AND DEFINITIONS

Contractor	Individuals, companies or corporations operating as contractors for a specific company for the purpose of performing specific work both on short-term (specific work) and long-term basis (such as drivers or maintenance teams)
Company work areas	Each site or location owned or managed by or for a specific company
Drivers' training	<p>A formal training program confirming that the drivers are qualified and competent to operate a particular vehicle category. The program includes a combination of theoretical lectures and practical assessment directly on the road. Drivers' training should be performed only by accredited professionals.</p> <p><i>Records should be kept for all drivers in regard to training and driving assessment. The records should contain training information with specified dates. The records must also include the anticipated dates for refreshment training and re-certification.</i></p>
Risk assessment	Formal risk assessment supported by written evidence.
Company drivers	Persons who drive a vehicle for the purposes of the company's business activity.
Driving time	The time that the driver passes while driving the vehicle for business purposes regardless of whether the vehicle is in motion or not.
Edge protection (in quarries)	<p>The edge protection can be a purpose-made compartment of crushed material or made of appropriate materials such as debris. Large stones as such are not suitable for edge protection, but can be used for tracing the transport routes along the flat surfaces in the quarry.</p> <p>The edge protection shall be at least 1.5m high or of equal height to the radius of the tire i.e. half the tire diameter or the axle height - whichever is greater. The front profile of the edge protection should be designed so that the vehicle will not ascend on it and will not drive over it.</p>
Employee	A person who is directly employed. The person may be employed for an indefinite period of time, for a definite period of time or temporarily.
Vehicle	All types of equipment, including cars, trucks, buses, quarry machinery, mobile plants ...
Heavy vehicle	A heavy vehicle is any motor vehicle with a payload capacity above 3.5 tonnes with a fixed chassis or a trailer. This includes terrain delivery vehicles such as cement mixer trucks and cement tankers, as well as vehicles for transport on site, such as dumpers, wheel loaders, owned by the company or rented.
Buses	Buses or other motor vehicles with nine or more passenger seats.
Plant mobile equipment (vehicles)	Plant mobile equipment includes all vehicles that are used for performing everyday activities related to the plant or the quarries (for example, loaders, forklifts, bulldozers...).
Journey risk management plan	A management system that aims to ensure that an assessment has been made for all journeys that take place and that risks are minimized, documented and implemented.

License	Legal, documented, personal identification wherewith the named person is authorized to drive the specified vehicle classes on particular on-site and off-site locations.
Light vehicle	Vehicles (including mini buses) with a gross weight of less than 3.5 tonnes. This group includes passenger vehicles and vans being used for company's business activities, vehicles which are not owned by the company, and for which a contract has been concluded with a subcontractor for transport/deliveries between locations or to the company's locations, as well as leased cars.
Public roads	Roads available to the public, but outside the controlled location.
Leased vehicle	A leased vehicle is a vehicle that is not owned by the company and has been rented for a specific period of time. This implies short-term and long-term lease of light vehicles. It also includes lease that is sponsored by the company.
Specifications	A list of minimum requirements related to the equipment or the processes.
Occasional contractors	Contractors whose contracts last less than a year. Contractors who do not work for the company only and whose services are used occasionally.
Two-way communication devices	A two-way communication device is any device used for electronic communication between two or several persons, and includes mobile phones (as well as satellite phones), digital devices, two-way radios and messaging devices.
Tachograph	A mechanical and/or electronic registration system that records the following main driving characteristics for individual drivers: <ul style="list-style-type: none"> • The driving time. • The speed. • Sharp acceleration. • Sharp slowdown.
Wheel chocks	Wedges made of hard material, which are placed behind the wheels of the vehicle to prevent undesired movement. Chocks are placed as an additional measure of the brakes activation. The bottom surface is sometimes coated with rubber to enhance contact with the ground. Cars usually have manual brakes for the rear wheels. If the rear axle is raised from the ground when only a handbrake is activated, the vehicle may roll away and fall. The placement of chocks under the front wheels will prevent such an accident.
Working hours	All paid working hours for the company's activities, including work breaks.
Pre-start check	Visual inspection of the vehicle in accordance with a previously established list, which is being performed by the driver/operator.
Mobile plants	Mechanization used for performing certain activities (for example, bulldozers, loaders, forklifts ...)
Anti-lock brakes	A safety system that allows the wheels on a motor vehicle to maintain tractive contact with the road surface according to driver inputs while braking, preventing the wheels from locking up (ceasing rotation) and avoiding uncontrolled skidding.