




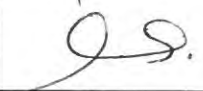
DEBSWANA DIAMOND COMPANY

SITE RULES AND REGULATIONS FOR CONTRACTORS

STD-SSD-ECOHS-01  
(Version 3)

Outcome Statement

In pursuit of Zero Harm Debswana is committed to managing the risks that could be introduced in the workplace by Contractors

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## 1 INTRODUCTION

In pursuit of its vision of Zero Harm and aim to make a lasting, positive contribution to the communities in which it operates, Debswana is committed to implement the highest standards of safety, health, environmental care and protection, and social performance. Debswana considers Contractors to be equal to its employees and expects similar commitment from all companies that perform work in areas managed by Debswana.

This document provides Contractors with an overview of Safety, Health, Environment (SHE) and Social Performance (SP) requirements that are required when they carry out work in areas managed by Debswana.

The requirements within this document should not be considered exhaustive and Debswana reserves the right to add, delete or modify conditions where it is considered appropriate.

Contractors are required to study, and take note of and understand these rules and regulations, price their tenders and work orders accordingly to ensure all costs they may incur related to compliance with the site rules and regulations are included.

## 2 SCOPE

The requirements outlined in this document apply to all Contractors and sub-Contractors that perform work in any area managed by Debswana. This includes the Corporate Centre, Jwaneng Mine, Orapa, Letlhakane and Damtshaa Mines.

## 3 PURPOSE

The purpose of this document is to ensure that:

- Contractors plan for Safety, Health, Environmental, and community aspects prior to establishing themselves on site, and budget accordingly in their tender or service provision submissions.
- Contractors have the required resources and competencies to carry out the work safely.
- Contractors are aware of the SHE and Social Performance requirements of Debswana and the legal requirements.
- Potential Contractors make provision for the costs relating to the management of Safety, Health, Environment and Social Performance resources during their work.

Contractors must take the opportunity during the tendering or initial engagement process to clarify any items.

## 4 DEFINITIONS

- A Contractor: means a group or individual that contracts with a Debswana Operation (or Project) for the delivery of services based on a Scope of Work at the Operation or elsewhere at a site under control of the Operation or Project.

- A sub-Contractor: means any person or company that has been contracted by a Contractor.
- Debswana Contract Manager: is a Debswana employee appointed by Debswana to provide guidance and direction on management of Contracts
- Debswana Representative: is a Debswana employee appointed by Debswana to manage the contract.
- Senior Contractor Manager: Senior Contractor Official providing direction and control of the Contractor site.
- Anglo Social way: An Anglo American document providing guidance on the management of Social Performance.
- Contract Social materialiality: – Contracts with ability to cause adverse or positive impact in the communities, Debswana business and Contractor reputation
- Site Manager: A Contractor Official responsible for the day to day management, direction and control of the Contractor site and activities.

## 5 REFERENCES

- Debswana Fatal Risk Control Standards
- Debswana Occupational Health and Safety Agreement
- Botswana Mines, Works, Quarries and Machinery Act (MWQM Act)
- OHSAS 18001 – Occupational Safety and Health Management System
- ISO 14001- Environmental Management System
- Debswana Social Performance Policy
- Debswana Citizen Economic Empowerment Policy (CEEP)
- Anglo Social Way

## 6 RESPONSIBILITIES

- 6.1 Debswana Supply Chain Manager must ensure that this document is sent to the Contractors as part of the enquiry. This document is available on the Debswana website - [www.debswana.com](http://www.debswana.com)
- 6.2 Before submitting a bid to Debswana, Contractors must make themselves familiar with the content of this document and ensure that enough resources are provided to implement the requirements.
- 6.3 The Debswana Representative must review this document with the Contractor before costing for the works during tendering or before engagement and ensure that the Contractor understands the requirements.

- 6.4 Contractors must ensure that they adhere to the requirements in this document and comply with Botswana legislation.

## 7 LEADERSHIP COMMITMENT AND MANAGEMENT SYSTEMS

### 7.1 Strong and visible leadership from management is key to promote a safety culture within a Contractor team. Senior Contractor Managers are required to provide a leading role towards positive Safety, Health, Environment and Social Performance by:

- 7.1.1 Practicing Visible Felt Leadership.
- 7.1.2 Ensuring that SHE and Social Performance issues are discussed as the first item on the agenda of every meeting.
- 7.1.3 Championing SHE and Social Performance activities such as training, carrying out risk assessments, incident (including social incident) investigations and safe work award schemes
- 7.1.4 Including SHE and Social Performance statistics and activities in reports to stakeholders
- 7.1.5 Senior Contractor managers are expected to encourage active involvement of workers and to encourage a positive SHE and Social Performance culture through the contract based on the following principles:
- Safety, Health and Environmental protections are the priorities in performing the work.
  - All incidents are preventable (zero harm)
  - Management must be visibly committed and show this through personal involvement.
  - Every worker is responsible for his safe work performance.
  - Deliver lasting positive contribution to communities.
  - Manage social risks and impacts.
  - Ensure that employee welfare, including respect for human rights and salary payments are carried out as required.
  - Engage with affected and interested stakeholders through the Debswana Representative and Corporate Affairs.
  - Empower vulnerable and marginalised groups.
  - Integrate social performance within relevant operational processes
- 7.1.6 Support and show commitment to the Debswana SHE initiatives e.g. Remmogo, Quantum Series.

### 7.2 OHSAS 18001 and ISO 14001 management systems

- 7.2.1 Debswana has implemented management systems that meet the requirements of the international OHSAS 18001 and ISO 14001 standards (for Safety and Health and Environmental Management respectively).

7.2.2 Contractors on site must comply with the requirements of these standards and must participate in activities that are needed to maintain certification to the standards (such as audits).

**7.3 Social Performance Management Program**

7.3.1 Debswana has implemented Social Performance management programs that meet the requirements of the Social Way.

7.3.2 Contractors must comply with the requirements of these programs and must participate in activities that are needed to maintain compliance to them (such as implementing social performance procedures).

**7.4 Policy**

7.4.1 One of the core values of Debswana is to uphold the safety and health of employees and Contractors, to protect the environment, and make positive contributions to communities in which we operate.

7.4.2 The company therefore commits to:

- Continually improve safety, occupational health, environmental and social performance.
- Comply with all applicable laws, regulations and other commitments.
- Prevent work-related diseases, injuries and damages to property.
- Prevent pollution of the environment.
- Conserve natural and other resources.

7.4.3 Treat the protection of safety, occupational health, the community and the environment as the responsibility of everyone working at Debswana. Contractors are expected to follow practices that are consistent with Debswana's Health, Safety, Environment and Social Performance commitments.

7.4.4 Contractors must have a SHE (and Social Performance policy) that demonstrate Contractor management's leadership and commitment to SHE and Social Performance requirements.

**8 PLANNING**

**8.1 Assignment of the Debswana Representative**

8.1.1 The Debswana Representative assigned to oversee the work and/or in whose area and under whose jurisdiction the work is to take place will be the Contractor's point of liaison on all matters related to Safety, Health, Environment and Social Performance.

8.1.2 A SHE plan will be developed by each Contractor for the scope of works they have contracted to perform as guided by the Contractor Categorisation table - Appendix 1. The SHE plan will be presented with the bid documents and will be updated as the work progresses until contract completion.

- 8.1.3 The plan will be done at tender or at proposal submission stage and improved after job offer to update the SHE plan to the existing risks and operational requirements.
- 8.1.4 The Contractors' SHE plan shall be reviewed and approved by the Debswana Representative, Debswana Contract Manager, the Debswana SHE department and the Corporate Affairs department.
- 8.1.5 Depending upon the scope of work and as determined by the Debswana Representative, and in consultation with relevant departments, such as Corporate Affairs (Social Performance section) a Social Performance Plan shall be required. The Social Performance plan shall be undertaken as guided by the Social Performance management plan guideline – appendix 4.

## **8.2 SHE File**

- 8.2.1 Prior to the start of works the Contractor must prepare a SHE file that contains the SHE requirements in line with the Contractor categorisation table. The file is to be kept updated with SHE records as required.
- 8.2.2 The SHE file must be kept in the Contractor's site office with easy access for all interested parties.

## **8.3 Risk Assessment**

- 8.3.1 Prior to start of works the Contractor must perform a project based risk assessment for the scope of work to identify the major risks associated with the work and these shall feed into the overall risk assessment for the department in which work is carried out.
- 8.3.2 The risk assessment should be in the Debswana template and must be approved by Safety and Sustainability Development and Corporate Affairs.
- 8.3.3 The risk assessment must identify potential unwanted events that can result in property damage, injury, illness, negative environmental impacts, and negative social or community impacts and must give due regard to vulnerable groups (such as pregnant women) and the socio-economic context of the work environment.
- 8.3.4 The project based risk assessment must be updated when major changes occur and after incident investigations and or as the operations procedure states.
- 8.3.5 The Contractor and the Debswana Representative must identify the control measures to control all risks and the person responsible. This includes emergency preparedness. When determining controls the Contractor must apply the hierarchy of controls:
  - Elimination - Where possible, remove the hazard or the need to complete tasks at risk (e.g., eliminating toxic substances, hazardous equipment or processes that are not necessary).
  - Substitution – Complete the task in a less hazardous location or manner (e.g., building as much of a structure on the ground in preference to at height).
  - Engineered Solutions – Engineer or redesign the structure or equipment to reduce the hazard involved in the task (e.g., move valves from height to a lower level for operation or install remote valve operation devices).

- Administration – Establish policies, procedures and work practices to reduce employees' exposure to risk (e.g., provide training, use warning signs, perform job and task risk analysis, and reduce time spent in noisy areas).
- Personal Protective Equipment (PPE) – The provision of personal protective equipment does not eliminate the hazard but only shields the individual. Such action will have to be coupled with training in the correct use of the equipment. PPE should be used only as a last resort

## 8.4 Legal and other Requirements

8.4.1 Debswana requires all Contractors to fully comply with Botswana legislation and other requirements to which Debswana has subscribed.

8.4.2 Botswana Acts and Regulations can be purchased from the Botswana Government printers and include, but are not limited to:

- Mines, Quarries, Works and Machinery Act – Cap 44:02
- Factories Act – Cap 44:01
- Worker's Compensation Act – Cap 47:03
- Employment Act – Cap 47:01
- Explosives Act – Cap 24:02
- Environmental Assessment Act – Cap 65:07
- Water Act – Cap 34:01
- Atmospheric Pollution (Prevention) Act – Cap 65:03
- Monuments and Relic Act – Cap 59:03
- Public Health Act - Cap 63:01
- Radiation Protection Act –Cap 24:03
- Building Control Act – Cap 65:02
- Precious and Semi-precious stones (Protection) Act – Cap 66:03
- Mines and Minerals Act – Cap 66:01
- Fire Services Act – Cap 40:04
- Electricity Act – Cap 70:01
- Telecommunications Act, 1996
- Waste Management Act – Cap 65:06

8.4.3 The Contractor must also comply with local authority requirements such as the Township by-laws when work is performed in a township.



- 8.4.4 The Contractor must comply with the Environmental Management Plan (EMP) that has been developed for the work to be undertaken and the EMP for the mine.
- 8.4.5 The Contractor must comply with the Social Management Plan (SMP) that has been developed for the work to be undertaken and the SMP for the mine.
- 8.4.6 The Contractor must comply with other Debswana requirements and standards. These can be obtained from the Debswana Representative and include (but are not limited to):
- 8.4.7 Cardinal rules (in certain operations)
- 8.4.8 Fatal Risk Control Standards: this is a set of standards to control hazards that commonly result in fatal incidents (the standards are detailed in the Debswana website [www.debswana.com](http://www.debswana.com)):
- Light Vehicles (passenger cars, four wheel drives, SUVs, pick-ups, minibuses buses etc.).
  - Mobile Equipment (browsers, trucks, graders, dozers, loaders etc.).
  - Hazardous Materials Management.
  - Equipment Safeguarding (moving parts of plant, mobile machines, equipment and power tools, high pressure equipment, energy sources with potential to move, objects falling or projecting from moving parts, etc.)
  - Isolation (all sources of energy – electrical, mechanical, hydraulic, chemical, gravitational, pneumatic, kinetic, stored energy).
  - Working at Heights (potential to fall 2m or more).
  - Lifting Operations (cranes, vehicle-mounted cranes, lifting equipment such as slings, chains, man-baskets etc).
- 8.4.9 Debswana Occupational Health and Safety Agreement: this document governs the relationship between management and employees in respect of matters relating to Occupational Health and Safety. It describes roles and responsibilities of Health and Safety Stewards and SHE committees.
- 8.4.10 Contractors shall comply to all Debswana standards and procedures such as;
- Debswana Incident Notification and Investigation Standard
  - Debswana Task Planning and Continuous Risk Assessment Standard
  - Debswana Topsoil Stripping Guidelines
  - Debswana / relevant site Public Complaints Procedure
  - Debswana / relevant site Chance Finds Procedure
  - Debswana/relevant site Commitment Procedure
  - Safe Working for Excavation Involving Building or Trenches
- 8.4.11 The Contractor must ensure that they obtains copies of applicable requirements prior to the start of works and relevant copies must be kept in the Contractor's site office.

## 8.5 Commercial / Contractual Issues

- 8.5.1 All expenses, which result from conforming to legislation as well as Debswana standards, will be for the Contractor's account.
- 8.5.2 Debswana reserves the right to stop work whenever SHE and Social Performance violations are observed.
- 8.5.3 The expense of such work stoppage and resulting standing time shall be for the Contractor's account.
- 8.5.4 Where the Contractor does not perform as per the Debswana Safety, Health and Environmental Standard or the Social Performance Standard, Debswana reserves the right to appoint SHE and Social Performance personnel to assist the Contractor in meeting the required standard. The cost of such intervention will be back-charged to the Contractor.
- 8.5.5 The Contractor must ensure that he obtains copies of applicable requirements prior to the start of works and relevant copies must be kept in the Contractor's site office.
- 8.5.6 No claim will be accepted as a result of any costs or delays being incurred due to the Contractor or his sub-Contractors not complying with the site rules and regulations.
- 8.5.7 Contractors will not be allowed to work outside the working limits shown on the scope unless specifically required to do so and agreed with the Debswana Representative.
- 8.5.8 The Contractor is responsible for repairing damage of their own making on roads used to access the site. A condition survey of surrounding roads should be carried out prior to construction commencing to prevent disputes. The Contractor must rehabilitate all damage caused outside the contract site, in accordance with the Debswana Representative requirements after construction works are complete.

## 8.6 Kick-off meeting – objectives and targets

- 8.6.1 Before the start of works the Contractor will have a kick-off meeting with the Debswana Representative to ensure that the relevant aspects of the contract risk assessment and any other SHE and Social Performance aspects of the contract are communicated and understood by all parties.
- 8.6.2 The Debswana Representative and the Contractor will finalise and jointly agree on SHE and Social Performance programme and detailed procedures.
- 8.6.3 The Debswana Representative will define SHE and Social Performance objectives and targets for the contract, including measurement of leading and lagging indicators.

## 8.7 Materials Requisitioning from Debswana Stores

- 8.7.1 Issue of goods to Contractors from Debswana Supply Chain Management (SCM) is restricted to protective clothing to ensure compliance with Mine Quarries Works and Machinery (MQWM) Act requirements and consumables such as diesel, petrol and gas. Issue of goods however is at the discretion of Debswana.
- 8.7.2 These will be issued at cost plus a handling fee.
- 8.7.3 No other items will be issued to Contractors from Debswana SCM unless covered in the contract document or allowed by Debswana.

## 9 IMPLEMENTATION

### 9.1 Start-up Requirements

- 9.1.1 Prior to starting work, Contractors are to complete and get approval of a SHE Plan and associated SHE File in line with the Contractor categories table.
- 9.1.2 A proper site set up shall be done in line with the number, duration and equipment/materials to be stored on site

### 9.2 Task Planning and Continuous Risk Assessments

- 9.2.1 The Contractor will be required to ensure that activities are continuously assessed for hazards and managed accordingly.
- 9.2.2 For all significant tasks, a Safe Work Procedure (SWP) has to be developed which will detail the steps to be followed to ensure that work will be completed safely.
- 9.2.3 Where no SWP is available, or the SWP is not adequate, a Job Risk Analysis (JRA) must be carried out.
- 9.2.4 Debswana JRA template must be used.
- 9.2.5 The SWP or JRA must be reviewed with all employees involved in the task:
  - At the beginning of the work shift or start of a new task.
  - After any change in personnel.
  - When there is a change of task, hazards, or work conditions.
  - At the completion of the task to review the JRA for improvements.
- 9.2.6 Contractor management must participate in the review of SWPs and JRAs to assist in identifying hazards and mitigating risks.
- 9.2.7 The Contractor must ensure that the workers are conversant with the hazards in their work place and that they are aware of the hazards generated from other Contractors or operations in the vicinity.
- 9.2.8 Employees must continuously (before, during and after the task) look out for hazards and apply the SLAM principle:
  - Stop
  - Look for hazards
  - Assess the risk
- 9.2.9 Manage the situation - if they cannot address the hazard then they must report to their supervisor.
- 9.2.10 Failure to execute tasks according to their risk assessment will be seen as a contractual deviation and standing time due to stoppage of work shall be on the Contractor's account, no time or cost to be added to the contract price or schedule.

## 9.3 Work and Residence permits

- 9.3.1 Work and residence permits are required for persons that are not citizens of Botswana.
- 9.3.2 The Contractor is responsible for obtaining the necessary permits from relevant departments: Department of Mines, Department of Labour (work permits) and Immigration (residence permits).
- 9.3.3 Copies of the permits must be kept on site for inspection by Debswana.
- 9.3.4 Botswana citizens are required to produce national ID card (Omang) as and when required.
- 9.3.5 Engineers Registration is required for all Engineers engaged by the Contractor.

## 10 LEGAL APPOINTMENTS

### 10.1 Legal Appointments – Responsible Persons

- 10.1.1 The Contractor shall not start work until all applicable legal appointments have been made.
- 10.1.2 A Contractor site manager must be appointed in terms of the MQWM Act
- 10.1.3 A site manager is responsible for the control, management, and direction of the site as outlined in the appointment letter.
- 10.1.4 A site manager appointment will be initiated by the Debswana Representatives and 9.4 appointee for the area
- 10.1.5 The Mine 9.4 may appoint one or more competent persons under regulations 17 or 18 to assist him in ensuring that all safety, health and environmental, standards and regulations are complied with.
- 10.1.6 17.1 - Plant general foremen, shift foremen, shift boss, deputy shift boss – as per MQWM Act regulation 17(1).
- 10.1.7 18.1 - Person in charge (first line supervisor) - as per MQWM Act regulation 18(1).
- 10.1.8 The Contractor will use the standard appointment letter for appointing competent or responsible persons and Debswana Representative shall assess the requirements for the number of Responsible Persons, their duties and their competency.

### 10.2 Legal Appointments – Engineering Appointments

- 10.2.1 Contractor Electricians must be appointed in terms of the MQWM Act regulation 13(2):
- 10.2.2 The Mine Electrical Engineer (13(1) appointee) will appoint the electricians.
- 10.2.3 Contractor Electricians include electrical artisans, electrical charge hands, electrical foremen, electrical/electronics/telecommunications/computer technicians or technologists, first line maintenance superintendent, etc.
  - The required qualifications are:
  - Subordinate Electrical Engineer: at least 1st degree in electrical engineering from an accredited university.

- Electricians in charge: diploma in relevant engineering field with 5 years industrial experience or National Craft Certificate in relevant field with 8 years of experience.
- Electricians: National Craft Certificate in the relevant field.

10.2.4 Semiskilled and trainee electricians do not qualify to be appointed.

10.2.5 Contractor Mechanics must be appointed in terms of the MQWM Act regulation 14(2)

10.2.6 The Mine Mechanical Engineer (14(1) appointee) will appoint the mechanics.

- Mechanics include artisan riggers, fit and turners, fitters, millwrights, boilermakers, mechanical charge hands, mechanical foremen, auto-mechanics, diesel mechanics, mechanical/ hydraulics/ pneumatics/ instrumentation/testing (mechanical) technicians or technologists, first line maintenance superintendent, etc.

10.2.7 The required qualifications are:

- Subordinate Mechanical Engineer: at least 1st degree in mechanical engineering from an accredited university
- Mechanics in charge: diploma in relevant engineering field with 5 years of industrial experience or National Craft Certificate in relevant field with 8 years of experience
- Mechanics: National Craft Certificate in the relevant field

10.2.8 Semi-skilled and trainee mechanics do not qualify to be appointed.

### **10.3 Legal Appointments – Other**

10.3.1 Depending on the project other legal appointments may be required, such as:

- Surveyor, ventilation officer or process engineers – as per MQWM Act regulation 15(1)
- Person responsible for the control, management and direction in the use of explosives shall be appointed as per regulation 10(1) of the Explosives regulations and the Magazine master – as per regulation 46 of the Explosives regulations.
- Persons responsible for demolitions shall be appointed under regulation 270. The 270 appointment shall be carried by a Debswana employee.
- Contractors must submit copies of CVs and qualification certificates for those persons that need to be legally appointed.
- The responsibilities of the legal appointees will be detailed in the letter of appointment.
- Persons responsible for construction shall be appointed under regulation 250. The 250 appointment shall be carried by a Debswana employee.

10.3.2 Fire Co-ordinators (as per regulation 151(1) of the MWQM Act)

**11 INTERNAL APPOINTMENTS**

**11.1 Appointment of Safety, Health and Environmental Officer**

- 11.1.1 Where a Contractor has more than 25 personnel on the construction site and the duration of the contract is more than 3 months the Contractor must employ a full time SHE officer.
- 11.1.2 The Contractor is also expected to submit a SHE Structure to Debswana for approval in line with the risks for the work to be undertaken. The number of SHE Officers on site will be determined by the nature of the activities and number of people on site.
- 11.1.3 Where the hazards and risks pertaining to the work are high, Debswana reserves the right to request the appointment of a SHE Officer/s irrespective of the number of employees at site and or duration.
- 11.1.4 The Contractor SHE officer must be approved by the Debswana Safety and Health Manager and will be expected to be suitably qualified and experienced.
- 11.1.5 The minimum qualification for the officer is a diploma in Safety management, environmental health, environmental science, occupational health, safety and environment or equivalent plus two years' experience in the relevant field.
- 11.1.6 The SHE officer shall be expected to assist the site manager with the implementation and management of safety, health and environmental programmes and management systems in line with the mine's SHE policies requirements and standards.
- 11.1.7 The Contractor must provide the SHE officer with the necessary resources (such as transport and means of communication) to effectively perform their duties.

**11.2 Appointment of Safety and Health Representative**

- 11.2.1 Where a Contractor employs 10 or more persons on site, the Contractor shall appoint a Safety and Health Representative that is elected by the Contractor employees.
- 11.2.2 The Safety and Health Representative must be able to read and write and must have at least 12 months experience (Not necessarily with Debswana) and be familiar with the work that the Contractor Company performs on site.
- 11.2.3 The duties and responsibilities of the Safety and Health Representative are similar to the duties of Health and Safety Stewards within Debswana, as outlined in the Health and Safety Agreement:
  - To represent employees in discussions with the employer on health and safety issues.
  - To conduct at least one safety inspection per month
  - To report immediately any Health and Safety hazards within the Contractor site to the immediate responsible supervisor and/or to the Health, Safety and Environment Officer.
  - To consult, discuss and record issues raised by employees, and to notify supervisors or SHE Committees as required.
  - To ensure that results of these inspections, complaints, observations, suggestions, etc. Are recorded.

- Safety and Health Representatives shall record matters pertaining to safety and health in an inspection checklist - a copy of such record shall be handed to the Supervisor of the work place, and to the Debswana Representative.
- To attend SHE meetings.
- To assist in the investigation of incidents and causes of occupational illnesses and participate in investigations and enquiries.
- To participate in workplace inspections conducted by government inspectors.
- To participate in health safety and environment audits

### **11.3 Internal Appointments**

11.3.1 The Contractor should have a senior member of staff on site responsible for issues of social performance, public safety, public liaison, land issues and community complaints

11.3.2 All discussions with the community should be made through the Corporate Affairs CA and Debswana Representative.

11.3.3 Depending upon the nature of the work and the size of the Contractor staff, the Contractor may have to make additional appointments such as:

- Social Performance Officer and/or Community Relations Manager
- Occupational Hygiene Representative
- First Aiders
- Excavation supervisor
- Scaffolding supervisor
- Explosives supervisor
- Demolition Supervisor
- Construction vehicle & mobile equipment Operators
- Lifting Machine Operators
- Lifting tackle and equipment Inspectors
- Fall Protection Plan Coordinator
- Formworks Supports Supervisor
- Critical Lift Supervisor

11.3.4 Records of all appointments are to be kept by all Contractors and copies forwarded to the Debswana Representative as required.

## **12 MEDICALS AND INDUCTIONS**

### **12.1 Medicals**

12.1.1 All persons that work for the Contractor must undergo a pre-employment medical examination to be conducted by a Debswana medical practitioner (or a medical practitioner authorised by Debswana) who will issue a Certificate of Fitness.

- 12.1.2 Each Contractor employee must complete the pre-employment medical examination before going for induction.
- 12.1.3 When a Contractor employee ceases to work on the contract, the employee must undergo an exit medical examination to be conducted by a Debswana medical practitioner (or a medical practitioner authorised by Debswana) who will issue an Exit Certificate
- 12.1.4 Where a Contractor employee ceases to work on the contract without having undergone an exit medical examination, the Contractor must inform in writing the Debswana Representative people who did not do their exit medicals.
- 12.1.5 Medicals will be done periodically as per the Homogeneous/Similar Exposure Groups.
- 12.1.6 Contractors are responsible for making bookings for the medical examinations.
- 12.1.7 The cost of all medical examinations and services will be for the Contractor's account.

## **12.2 Inductions**

- 12.2.1 It is the responsibility of the Contractor to ensure that all his personnel are inducted before being allowed on the work site and suitable records must be maintained of all inductions.
- 12.2.2 It is the Contractors' responsibility to allow time in the work schedule for all personnel to go through the induction process and to receive any task specific training that may be required.
- 12.2.3 The inductions comprise of the following:
  - General SHE, Social Performance and Security induction - to give all employees guidance and direction as to the general SHE, Security and Social Performance requirements of Debswana.
  - The general induction is offered on specific days. The Contractor is to liaise with the Debswana Representative to determine the time and dates for inductions.
  - The Medical Certificate of Fitness must be presented at the SHE induction room at the start of the general induction.
  - Site Specific SHE and Social Performance induction - to cover site rules and regulations and the hazards and controls associated with the operation.
  - Supervisors may be required to attend an additional induction training session for safety leadership.
  - Some contracts (Socially material) require an additional social performance induction for specific staff around the project's social context and Debswana's Social Performance approach.
- 12.2.4 The inductions must be repeated annually and when the employee has been absent for more than 2 weeks
- 12.2.5 Debswana reserves the right to conduct assessments after the inductions to gauge understanding and knowledge of the material covered during the inductions.



12.2.6 If a Contractor employee fails the assessment he/she will be required to undergo the induction again before starting work.

### **13 EMPLOYEE ENGAGEMENT TRAINING AND AWARENESS**

#### **13.1 Employee Responsibilities**

13.1.1 In accordance with regulation 30 (c) of the Botswana Mines, Quarries, Works and Machinery Act, employees are responsible for their own safety and that of their co-workers in their work area.

13.1.2 Employees must be made aware of their responsibilities during induction and awareness sessions. Some of these responsibilities are:

- Familiarizing themselves with their workplace and safety procedures.
- Working in a manner, which does not endanger themselves or others.
- Keeping their work area tidy (Housekeeping).
- Reporting all injuries.
- Protecting fellow workers from injuries.
- Reporting unsafe acts, conditions, near hits, property damages and incidents.
- Reporting any situation, which may become dangerous.
- Carrying out lawful orders and obeying safety rules.
- Behaving in an appropriate way when in, or dealing with, the local community.
- If they become aware of any person disregarding a safety notice, instruction or regulation, they shall immediately indicate this to the person concerned, if he/she persists the matter must be reported to the supervisor.

#### **13.2 Labour practices**

13.2.1 The hours worked by the Contractor and sub-Contractors must comply with the Botswana Employment Act particularly as regards the limit on overtime and work on Sunday and public holidays.

13.2.2 Requests for exemptions must be submitted to the Debswana Representative not later than end of business on the Thursday preceding the weekend on which the work is intended to be carried out.

13.2.3 If a person is over the age of 60, the Contractor must notify the Debswana Representative of the duties of such person. The Debswana Representative may require a medical certificate stating that the person is fit to carry out his duties.

13.2.4 Contractors are not allowed to venture into recruitment activities within Debswana controlled areas

13.2.5 They are advised to recruit through the local Labour Office where possible.

13.2.6 All Contractors are required to have a disciplinary policy and procedures in place and are expected to enforce them as and when necessary, in accordance with the Botswana Employment Act.

### **13.3 Training and Awareness**

13.3.1 The Contractor must ensure that all employees and sub-Contractors are competent and adequately trained to perform the tasks allocated to them and that there is the required amount of supervision present at all times to maintain safe work practices.

13.3.2 The Contractor is to ensure that the supervisor has satisfied himself that the employee is conversant with all hazards with any work to be performed.

13.3.3 The Contractor must have a daily safety "tool box" meeting.

- This will include the discussion of any standard task procedures or hazardous operational procedures to be performed by the employee, as outlined in the Job Risk Analysis.
- The JRA must be discussed as a tool box talk topic at least once a week provided the activity has not changed.
- A copy of the items discussed with signatures of all employees present is to be kept on file.
- The Contractor will be expected to promote safety by displaying safety slogans, logos, achievements, bulletins, etc.

13.3.4 The Contractor will set up an HIV/AIDS awareness programme for all the employees

### **13.4 Language**

13.4.1 All communications which include regulations, instructions, signage etc. pertaining to the work must be communicated in a language understood by all persons on site

13.4.2 This language will be either English or Setswana or both.

### **13.5 Human Relations and Community Issues**

13.5.1 Contractor to respect people's land and property and not to enter without prior permission.

13.5.2 All conflicts, disagreements and any agreements, or any resolutions no matter how trivial, to be logged and dated, with details of persons involved and subject matter, in a book for this purpose at the site office.

13.5.3 Contractor to have adequate personnel to manage human relations on site

13.5.4 Contractor to set up regular liaison meetings with Representatives of SHE and Social Performance and the Debswana Representative

13.5.5 Plant operators and drivers of trucks should have due respect for the sensitive township area near which they are working. Routes should be carefully planned and designed to ensure minimum disruption.

13.5.6 Local residents should be made aware of the dangers of the construction site and plant, especially on haul routes.

## **14 SITE ESTABLISHMENT, HOUSEKEEPING AND HYGIENE**

### **14.1 Site Establishment**

14.1.1 Sites for the establishment of Contractors will be allocated by the Debswana Representative in the area where the work is to be undertaken.

14.1.2 Where the Contractor has to establish a Contractor camp, it should be suitably positioned within the site to avoid unnecessary loss of vegetation, to reduce pollution potential, and away from drainage lines. It should also be located so that noise affects neighbouring residents as little as possible.

14.1.3 The construction site should be closed to public access at all times

14.1.4 The Contractor must enforce careful and responsible driving on public highways, especially in residential areas. National speed limits must be obeyed.

14.1.5 Outside the site proper signage must be erected for diversions, warning of heavy plant, etc. and the road maintained and cleaned at all times to prevent any risk to public safety.

14.1.6 Local residents should be made aware of the dangers of the construction site and plant, especially on haul routes.

14.1.7 The Contractor must enforce careful and responsible driving on public highways, especially in residential areas. National speed limits must be obeyed.

14.1.8 Outside the site proper signage must be erected for diversions, warning of heavy plant, etc. and the road maintained and cleaned at all times to prevent any risk to public safety.

14.1.9 Where possible Contractors will demarcate and fence off their work site, and display "NO unauthorised access" signs. The Contractor is expected to strategically provide a board with necessary information pertaining to the Contractor itself. Such information includes but is not limited to:

- The name of the Contractor prominently displayed by the main entrance
- Names and contact telephone numbers of responsible persons
- Symbolic safety signs relevant to the undertaking works
- All symbolic safety signs must be visible and readable to customers.
- Contractor SHE Performance

### **14.2 Environmental Requirements on site**

14.2.1 Workshops are to have an impermeable surface sloped to an oil trap that gets emptied regularly

14.2.2 The Contractor is required to keep the site tidy and free of debris at all times

14.2.3 Waste must be classified and separated into domestic, metal, hazardous, oily rags & contaminated sand prior to disposal into waste skips / bins in accordance with site waste management procedure

14.2.4 Sufficient waste containers are to be placed at appropriate areas and are to be cleaned regularly.

- All debris generated by the Contractor must be collected and taken to a designated area at least on a weekly basis for onward disposal to an approved licensed disposal area in accordance with Botswana legislation.
- The Debswana Representative must be consulted for the disposal of hazardous waste such as chemical products, fuels and lubricants.
- All fluorescent tubes are to be disposed of as per the Debswana's standard.
- Sale of waste is not permitted on site.

14.2.5 Flammable substances (stored oils, lubricants) must be properly stored in designated areas or cabinets that are adequately ventilated and not exposed to any source of flame or heat.

- All storage areas of flammable substances shall be signposted accordingly (e.g. "no smoking", "no naked flames").
- All fuel and oil storage areas must be on an impermeable surface within a bund to hold the necessary quantity of liquid should there be a spillage. The bund must meet the sites procedural requirements for bund walls
- All necessary firefighting equipment and signage shall be in place as well.
- The Contractor must clean up spillages in line with the site procedure without delay to the approval of the Debswana Environment Office.

### 14.3 Hygiene facilities

14.3.1 The Contractor shall provide temporary ablution and welfare facilities shall be provided for employees in areas where company facilities authorised by Debswana Representative are not available.

- The ablution and welfare facilities shall be maintained in a clean and hygienic condition by the Contractor.
- Temporary toilets should be self-contained units, emptied regularly and serviced in accordance with Department of Sanitation and Waste Management (DSWM) Department of Waste Management and Pollution Control regulations and requirements.
- All temporary ablution and shower facilities effluent shall be disposed off into a collection tank.
- Emptying of collection tanks will be coordinated through the Debswana Representative taking in considerations the security requirements
- No food will be allowed in the workplace except in designated areas.
- Water for drinking purposes shall be provided by the Contractor from sources indicated to the Contractor by the Debswana Representatives.

- 14.3.2 No equipment or system shall be connected to the drinking water system without the permission of the Debswana Representative.
- 14.3.3 Good Hygiene standards shall be maintained in line with site requirements
- 14.3.4 Fire-fighting equipment shall not be used for any other purpose than fire-fighting.
- 14.3.5 In the event of carrying out their activities during the night, Contractor must ensure that lighting is adequate in all areas of work.
- 14.3.6 Furniture shall be aligned to site standards and Ergonomics procedures, no defective and worn out furniture to be allowed on site.

## **15 SECURITY**

- 15.1.1 Contractors are required to comply with the Debswana security requirements.
- 15.1.2 Prior notification must be given and clearance obtained before any person can be allowed into the mine.
- 15.1.3 Debswana reserves the right to inspect any item at any time when on company premises.
- 15.1.4 Contractors are required to comply with the Debswana security requirements.
- 15.1.5 Debswana also reserves the right to search any person at any time when the person is on company premises.
- 15.1.6 Contractor's vehicles are also subject to search prior to leaving the area.
- 15.1.7 The removal of goods from Debswana premises or from the mining area must be accompanied by a valid waybill describing the items being transported.
  - The waybill must be signed by the authorised senior Debswana officials
  - The Site manager must ensure that he knows which equipment may enter or exit the Mine security area through liaison with the relevant security officials

### **15.2 Security at Diamond Mine Sites**

- 15.2.1 For security purposes Debswana has 5 colour codes indicating levels of security:
  - Red and Pink: High security areas. The movement of goods and persons into the Red and Pink areas is strictly controlled and close liaison with the security department is required
  - Blue: Mining areas
  - Green: All other areas accessible through the check point next to security offices.
  - White: Township areas
  - Should a diamond be found, the matter should be reported to the finder's supervisor as per the diamond pick-up procedure which entails that
  - The finder must remain at the spot, guarding the diamond until the arrival of a security official who shall remove the diamond against a receipt.
  - Searching and scratching for diamonds is not permitted.

15.2.2 Outside the confines of the sort house, recovering plant and DMS caged areas the finder may be entitled to a reward at the discretion of the General Manager when such a diamond is found as a pick-up in line with the pick-up procedure.

### 15.3 Intoxicating Liquor and Drugs

15.3.1 Intoxicating liquor and narcotic drugs are not permitted on the mine and Debswana premises, and any person found in possession of, under the influence or appears to be under the influence of these substances will be removed and not be permitted back in the mine.

15.3.2 Debswana shall carry out testing for alcohol and drug abuse:

- When an employee voluntarily seeks help
- When it is reasonably suspected that the employee is under the influence of alcohol or drugs.
- Mandatory testing after an accident involving company vehicles/machinery.
- Follow up testing upon return to duty after a previously positive test.
- Routine testing to detect the presence of alcohol or narcotics drugs.

## 16 EMERGENCY PREPAREDNESS

16.1.1 The Contractor must ensure that his personnel are familiar with the Debswana emergency preparedness systems (including fire alarms, location of assembly points and emergency procedures).

16.1.2 If an audible fire alarm is activated, all persons are required to leave their place of work and assemble at the designated emergency assembly area in their respective work areas.

16.1.3 The Contractor must conduct a fire evacuation exercise at intervals not exceeding six months and keep a record of the results of the exercise in line with Debswana requirements

16.1.4 Wide fire paths should be retained throughout the site at all times during the construction.

16.1.5 Where necessary the Contractor will provide additional emergency preparedness systems, which may include:

- The provision of an emergency contact board with the Contractor and the mine emergency contact numbers
- First aid equipment (complying to mine standard) and trained first aid personnel (at least 1 per 50 employees)
- Fire-fighting equipment at strategic points and trained fire-fighting personnel. The equipment must be inspected by a competent person (recognised by Debswana) at intervals not exceeding 30 days.
- A fire alarm in the Contractor's premises and a suitable emergency assembly point.

## 17 OCCUPATIONAL HYGIENE

### 17.1 Occupational Hygiene Requirements

17.1.1 The Mine operates an Occupational Hygiene (OH) programme and the Contractor is expected to comply with the requirements of the programme. OH is the discipline of anticipating, recognizing, evaluating and controlling health stressors in the working environment with the objective of protecting worker health and well-being and safeguarding the community at large. The Contractor shall during SHE file development, identify all relevant Occupational Hygiene Programs and as reasonably practicable implement the requirements of the program. They include (but are not limited to:

- Hearing conservation - to provide guidance on the management of occupational noise.
- Ensure procurement of less noisy equipment are used to prevent exposure to noise
- Respiratory protection - To protect employee exposed to respiratory hazards as well as provide guidance on the respirator selection, use, maintenance and care, fit testing, storage and training.
- Implement buy quiet equipment when procuring equipment to be used in the mines
- Airborne pollutants-to protect the health of employees by monitoring and reducing their exposure to airborne pollutants
- Fatigue Management - The program aims at addressing, inform and provide guidance on the management of fatigue and its unwanted effects across Debswana operations
- Illumination - To provide guidance on illumination requirements to ensure lighting installations provide adequate illumination in the workplace
- Ergonomics - To provide guidance in applying ergonomics principles to the workplace to help reduce the number and severity of musculoskeletal disorders
- Vibration - To provide guidance in order to control health stressors associated with employee exposure to whole body vibration and hand arm vibration.
- Ensure that vibrating equipment such as Earth moving vehicles are fitted with suspension seating to prevent against vibration exposures
- Thermal stress - In the event that Contractors work in extreme temperature environments (hot/cold). Contractors must ensure that management programmes are put in place to mitigate against risk of exposure to cold or heat stress:
- There is access to clean water at all times in hot environments
- Health Education and Promotion: Employees are trained about the health effects of such (causes, identification of signs/symptoms, preventative and first aid measures)

## 17.2 Hazardous chemicals/substances

- 17.2.1 The Contractor must maintain an inventory/register of all hazardous materials.
- 17.2.2 The Contractor must ensure that proper licensing is obtained to trade in chemicals by requiring clearance certificate form the Ministry of health [Industrial chemicals] and Agriculture [Pesticides]
- 17.2.3 All hazardous chemicals and substances required to be brought on site shall be examined and cleared by the Standards Officer in advance and it should go through hazardous chemicals committee.
- 17.2.4 All hazardous substances shall be accompanied with the 16-point MSDS sheet upon first delivery. The Contractor must keep the MSDS sheet on record and must inform and train the employees, who will be exposed to the product, accordingly.
- 17.2.5 The Contractor must further ensure that all containers are properly labelled with the manufacturers or distributor's warning labels and that all employees are provided with the required PPE as per the instructions on the MSDS sheet.
- 17.2.6 When not in use, these chemicals / substances shall be stored in suitable storage facilities that must be approved by the Debswana Representative. Contractors are to ensure that chemicals are disposed as per MSDS.
- 17.2.7 Management of chemicals to be done in line with FRCS 3 requirements

## 17.3 Occupational Risk Assessment

- 17.3.1 The Contractor shall identify occupational health stressors and ensure appropriate management controls are implemented. Health Risk Assessment shall be conducted in accordance with the operation risk management procedure
- 17.3.2 The Contractor must be familiar with their occupational hygiene profiles and Similar Exposure Groups (SEGs) applicable to them
- 17.3.3 Random personal and static hygiene monitoring for health stressors shall be conducted by the host as per the SEG settings and also in accordance with set international methodologies and the Contractor is expected to participate in the monitoring. Contractor employees are required to comply with a request for personal monitoring
- 17.3.4 Findings from the conducted monitoring shall be addressed by the Contractor and closed within the stipulated time frames.
- 17.3.5 The Contractor has the responsibility to ensure that health stressor levels are within the Occupational Exposure Limit (OEL) and do not pose an unacceptable risk to the workforce. Areas posing a risk to the employees' health or above the recommended limit must be zoned and properly demarcated (noisy/dusty areas).

## 17.4 Protection of pregnant and nursing employees

- 17.4.1 Contractors should ensure that risks of exposure to pregnant and nursing employees are assessed and managed. Measures should be put in place to remove pregnant and breastfeeding employees from risk that can impact on their health, safety and well-being.



## 17.5 Personal Protective Equipment

17.5.1 Contractors shall ensure that their employees wear appropriate protective clothing,

17.5.2 The Contractor is responsible for providing staff with the necessary and correct protective clothing and equipment as per Debswana site PPE Procedures. The procedures can be obtained from the Debswana Representative.

17.5.3 All PPE must be approved by the Botswana Department of Mines and a copy of the certificate must be filed with the Contractor. Contractors should request for proof of certification by Department of Mines from the PPE retailers

17.5.4 Following PPE is required on mining sites:

- Shirts (long sleeve mandatory)
- Hard hat
- Safety glasses
- Steel cap safety footwear (boots covering ankles)

17.5.5 High visibility vest or high visibility clothing (e.g. overalls with reflective stripes on arms and legs).

17.5.6 On construction sites, gloves and hearing protection must be carried by all workers at all times so that they are available when required.

17.5.7 In certain areas or for certain activities, other PPE may be required, such as hearing protection, chin straps, fall protection, face shields, specialized gloves, welding shields, etc.

17.5.8 Persons working near stagnated water or pool of slimes and slurry wastes where the risk of fall exists must wear life belts/jackets.

17.5.9 The Contractor shall ensure that workers are issued with a sufficient number of PPE in line with the procedure to ensure that they always have clean and in good condition PPE to wear.

## 17.6 Radiation Sources

17.6.1 The locations of the all existing radiation sources must have standard radiation warning signs.

17.6.2 If a Contractor has to perform work near a source he must liaise with the Debswana Representative to establish the precautions to be taken.

17.6.3 Compliance to the Botswana Radiation Protection Act will have to be adhered to including licensing of the radiation source.

## 17.7 Working in Hot and Cold temperature

17.7.1 In the event that Contractors work in extreme temperature environments (hot/cold). Contractors must ensure that:

- Employees are trained about the health effects of such (causes, identification of signs/symptoms, preventative and first aid measures).

- There is access to clean water at all times in hot environments.
- Provide appropriate personal protective clothing as applicable

17.7.2 Contractors must train their personnel working in hot conditions about the hazards of heat-related illnesses (causes, signs and symptoms, identification and prevention) and ensure that they have access to adequate water supply

## **18 DRIVING, TRANSPORTATION AND ACCOMODATION**

### **18.1 Vehicle Drivers**

- 18.1.1 All drivers are required to be in possession of a valid Botswana's driver's license. Foreign drivers' licenses can be used up to 30 days
- 18.1.2 All persons driving a Contractor vehicle must have an authorisation from the Contractor's Representative.
- 18.1.3 All drivers of Debswana vehicles must also be in possession of a valid Debswana authorisation permit, which requires passing a Debswana test.
- 18.1.4 Operators of mobile equipment must undergo a Debswana evaluation to obtain the required on-site operator authorisation.
- 18.1.5 No person is allowed to drive in the Blue security areas unless he/she is in possession of a valid open pit driving authorisation permit issued by the particular mine training section.
- 18.1.6 Contractors are required to obey traffic rules and regulations and to enforce compliance by their staff.

### **18.2 Light Vehicles**

- 18.2.1 The Contractor must maintain his vehicles in a roadworthy condition.
- 18.2.2 Light Vehicles must comply with Fatal Risk Control Standard for Light Vehicles - FRCS 1. These include passenger vehicles, all-wheel drives, SUV's, pick-ups, minibuses, buses etc.). This includes (but is not limited to) the following requirements:
- Seat belts for all occupants (including at the back of the vehicle)
  - No passengers shall be transported at the back of a Light Duty Vehicle (pick-up or bakkie) unless the LDV has been fitted with seats and seat belts
  - Each Contractor vehicle must have reflective strips on the bull bars and sides of the vehicle
  - Each vehicle to have 3 emergency triangles, first aid kit and fire extinguisher
  - Each vehicle to have a log book, to be completed by the driver prior to use
- 18.2.3 Mobile phones and radios shall only be used by the driver when the vehicle is stationary, unless fitted with a hands-free kit.
- 18.2.4 Material transported in the load box of vehicles shall be secured to prevent them from dislodging and falling accidentally

18.2.5 All light duty vehicles entering Blue Security areas and Construction sites where they interact with mobile equipment, must be fitted with a red whip flag, visibility aids frame fitted with two revolving lights and chevron boards and other requirements stipulated in the Fatal Risk Control Standard.

18.2.6 Vehicles must not be parked within 25 meters from earthmoving machines.

18.2.7 Light vehicles having positive interaction with mobile equipment will have to install Collision Avoidance Technology.

### **18.3 Earthmoving equipment**

18.3.1 Earthmoving equipment shall comply with Fatal Risk Control Standard for Mobile Equipment – FRCS 2. This includes, but is not limited to, the following:

- Seat belts for all occupants
- Audible reverse alarms
- adequate walkways and railings
- chock blocks for rubber tired mobile equipment
- signage that allows clear and easy identification
- approved or certified roll-over protection
- operator overhead protection system
- fire suppression system being capable of being activated from both ground and cabin levels
- a device to automatically immobilise a vehicle in the absence of an operator enclosed and tightly sealed air-conditioned cabins
- A method for transporting supplies and personal items to and from the operator cabin whilst maintaining 3-point contact (e.g. back pack or shoulder strap bag).
- Adequate collision avoidance technology or procedures must be in place.
- Earthmoving equipment has the right of way at all times.
- Following distances of earthmoving machinery of at least 50m (as prescribed by Debswana policies and procedures) shall be adhered to.

### **18.4 Accommodation and Transport to Site**

18.4.1 Where possible, the Contractor shall provide suitable accommodation for all employees and where not possible the Contractor will provide suitable accommodation allowance.

18.4.2 If the standard of accommodation is deemed to be unsuitable, the Contractor will be required to take the necessary remedial action.

18.4.3 Contractors should plan work in such a manner as to minimize travelling after dark, due to increased hazards on the road.

18.4.4 Personnel should only be transported by means of vehicles designed for the purpose (buses etc.). Transport of personnel on open LDV's, tipper trucks or other open vehicles is not permitted.

18.4.5 Where the Contractor is given a site to develop a camp it should be inspected and approved by a Debswana Representative to be deemed suitable.

18.4.6 Contactors must provide transport to and from the mine for all its employees

## **19 ELECTRICAL SAFETY**

### **19.1 Electrical Installations**

19.1.1 All temporary electrical installations are to be inspected at least once a week by a competent person and the records of these inspections are to be recorded in a register to be kept on site.

19.1.2 All extension cords are to be safely hooked away from traffic areas and or lying on the ground where they may cause a tripping hazard.

- When suspended, they must be suspended in such a manner that they do not cause a secondary hazard,
- They must be situated neatly; clear of stairs and walkways, and no strain is to be placed on connection points at any time.

19.1.3 A Contractor requiring high tension switching should liaise with the Debswana Representative. Contractors are not permitted to effect the switching of any devices without authorisation

19.1.4 If a portable generator is providing electric power to a structure by connection via a transfer switch to a structure (home, office, shop, trailer, or similar) it must be connected to a grounding electrode system, such as a driven ground rod.

### **19.2 Overhead High voltage (HV) Services**

19.2.1 Unless otherwise stipulated, a minimum 10-meter exclusion zone exists around any overhead power line.

19.2.2 In all cases where equipment must operate within this exclusion zone, a permit with an isolation of that power source will be required.

## **20 FATAL RISK CONTROL STANDARDS (FRCS 5, 6, 7, 8)**

### **20.1 Machine Guarding**

20.1.1 Equipment safeguarding must comply with the Fatal Risk Control Standard (FRCS 5) on Equipment Safeguarding

20.1.2 Guards shall only be removed for maintenance and repair after plant and equipment have been isolated, locked out, tagged and tested in line with the Fatal Risk Control Standard (FRCS 5) on Equipment Safeguarding.

20.1.3 Equipment safeguarding must be provided wherever people are exposed to:

- Moving parts of plant
- Mobile machines
- Equipment and power tools
- Moving equipment

- High pressure equipment
- Electrical
- Any energy source with the potential to move, as well as objects falling or projecting from moving parts.

## 20.2 Lock Out Procedures

20.2.1 Contractors must comply with the Debswana site specific lockout and tag out procedure and with the Fatal Risk Control Standard on Isolation (FRCS 6) to ensure that all machinery or equipment with the potential of unexpected operation, movement, release of energy or the release of hazardous materials, have been locked out prior to work being performed on it.

20.2.2 Padlocks and tags use for lock-out/tag-out must meet Debswana requirements including prescribed colour (procedure can be obtained from the Debswana Representative)

## 20.3 Working at Heights

20.3.1 Work at heights must comply with the Fatal Risk Control Standards on Working at Heights (FRCS 7)

20.3.2 The guideline applies where there is the potential for any person to fall 2m or more, or to gain access to within 2m of an open edge from where there is the potential to fall 2m or more.

20.3.3 The fall hazards must be controlled as per the fall protection hierarchy:

- Eliminate fall hazards: remove the need for access
- Prevent the fall by guarding (walking platforms, scaffolds)
- Arrest the fall: catch the worker (fall arrest systems)
- Administrative measures: warn, control, train

20.3.4 Anchor points must be able to withstand 15kN (about 1500 kg).

20.3.5 Where dedicated anchor points are not available, anchor points shall be identified through a risk assessment process and shall be approved by a competent person prior to the start of work.

20.3.6 The risk assessment must also consider the fall clearance and the provisions for rescue.

20.3.7 Where the use of personal fall arrest equipment is required, a person shall not work alone.

20.3.8 There shall be other personnel in the vicinity that can raise the alarm immediately should a person fall.

20.3.9 Persons working at height shall ensure that their safety helmets are secured by using a helmet chinstrap to retain their helmet on the head.

## 20.1 Lifting Machinery and Tackle

20.1.1 Lifting operations must comply with the Fatal Risk Control Standard (FRCS 8) on Lifting Operations.

- 20.1.2 A register of all lifting equipment is to be maintained.
- 20.1.3 A system of periodic inspection shall be in place for all cranes and lifting equipment.
- 20.1.4 Lifting tackle must be color-coded to confirm compliance with certification and inspection requirements.
- 20.1.5 Operators, supervisors and inspectors must be competent and competency must be assessed by an approved examiner.
- 20.1.6 The Contractor shall ensure that every lifting machine is operated by an operator specifically trained for the particular type of lifting machine and who is in possession of a certificate of training.
- 20.1.7 Working under suspended loads must be avoided where possible; where it is unavoidable, controls shall be in place to eliminate or minimize the risks to personnel

## **21 MANAGEMENT OF KEY SAFETY RISKS**

### **21.1 Machinery, Tools and Equipment**

- 21.1.1 The Contractor is responsible for supplying and maintaining all the machinery (including cranes), tools and equipment that he may require to perform work.
- 21.1.2 All equipment (mobile and other) must be inspected by a Debswana appointed engineer before being allowed on site.
- 21.1.3 The engineer will issue a letter of inspection that the Contractor must keep on record.
- 21.1.4 All equipment must comply with the requirements of the Debswana Fatal Risk Control Standard
- 21.1.5 The Contractor shall ensure that all machinery, tools and equipment are used and maintained in a good condition, and that they are inspected as required by legislation and Debswana standards.
- 21.1.6 Machinery, tools or equipment that is of a sub-standard nature or poses a threat to the health and safety of persons will not be allowed into Debswana premises.
- 21.1.7 No unapproved "site fabricated purpose made tools" will be allowed on site.
- 21.1.8 Tags or other similar identifications must allow monitoring regarding inspections
- 21.1.9 In exceptional circumstances, the Contractor may be authorized to hire equipment or a machine from Debswana at a specified rate.
  - If such authorization is given, no claim will be entertained as a result of any delay or additional cost that the Contractor might incur due to the mine equipment or machine not being available for any reason whatsoever.
  - The Contractor will be liable for the repair of any damage to equipment or machinery which occurs whilst it is being hired by the Contractor, fair wear and tear excluded

## 21.2 Scaffolding

- 21.2.1 Scaffolds must comply with South African standard SANS 10085-1 (The design, erection, use and inspection of access scaffolding Part 1: Steel access scaffolding).
- 21.2.2 Scaffolding shall be erected, altered or dismantled under the supervision of a competent person who has been appointed in writing for this purpose.
- 21.2.3 Working platforms of scaffolds shall be fully planked (tied or locked decking) and fitted with a kick-plate that is at least 150mm high.
- 21.2.4 Substantial guardrails and knee-rails must be provided on all sides except the side facing the structure.
- 21.2.5 The scaffold must have a safe means of access (stair or ladder that extends 1 meter past the landing).
- 21.2.6 Once erected, inspected and approved for use by the competent person, a green "safe for use" tag is to be placed at the access point.
- 21.2.7 The reverse side of the tag must be signed and dated by the competent person

## 21.3 Excavations

- 21.3.1 The Contractor shall ensure that all excavation work is carried out under the supervision of a competent person who has been appointed in writing.
- 21.3.2 The Contractor shall evaluate the stability of the ground before excavation work begins and shall adequately secure the walls of the excavation by shoring, bracing or providing the maximum angle of repose.
- 21.3.3 No material shall be stored within 1 meter of the edge of the excavation.
- 21.3.4 A safe means of access must be provided within 6m of the persons working in the excavation.
- 21.3.5 The competent person must inspect the excavation daily (prior to each shift), after blasting, after unexpected fall of ground, after rain, and after substantial damage to supports.
- 21.3.6 The excavation area must be hard barricaded to prevent accidental access and must be done before start of any excavation.
- 21.3.7 Excavation of trenches, pipe laying and backfilling should be co-ordinated and managed in such a way that open trenches do not become conduits for storm-water. This will reduce the potential for erosion and trench collapse. Crucial to this is minimising the length of trenches open at one time. It is recommended that no more than 50m of trench is left open at any one time.

## 21.4 Permit to Work

- 21.4.1 The Contractor must ensure that the proper permit is on hand and duly authorised by the relevant official before commencing the work in question.
- 21.4.2 Some of the activities that require a permit to work include:

- Hot work (for activities such as burning, welding, grinding, etc.)
- Excavation
- Working at heights (above 2 m)
- Working in confined spaces
- Removal of any part of any access walkway
- Working near High Tension services

## **21.5 Safe Start Alarms**

21.5.1 Where possible, before a machine is started, an alarm must sound to give warning.

21.5.2 All persons are required to avoid contact with machinery that is being started.

## **21.6 Blasting Operations**

21.6.1 Normal operations require that blasting take place on a regular basis.

21.6.2 Prior to blasting, a siren will sound continuously, warning flags will be displayed, and certain roads in the vicinity of the blast site will be cordoned off.

21.6.3 The Contractor may be required to vacate certain areas during blasting activities and any instructions in this regard must be obeyed.

21.6.4 Contractors are not permitted to carry out any blasting activities without permission from the Debswana Representative.

21.6.5 Evacuations will be done as per communication sent from Blasting Department

21.6.6 It is the responsibility of the Contractor to ensure that all its employees vacate

## **21.7 Working Alone and Working in Remote Areas**

21.7.1 Contractors should avoid having their employees working alone.

21.7.2 Where a person is working alone on a task, he should have either visual contact or radio communications with other employees at all times.

21.7.3 If continuous visual contact is not maintained, a regular communication check must be in place and a physical check must be done at least once every hour.

21.7.4 All Contractors working in remote areas such as slimes dam, Game Park, etc. shall at all times be required to have:

- Fully equipped first aid box
- Qualified first aider
- Two-way communication e.g. radio, cell phone
- Transport readily available on site
- A supervisor or his designate on site

## **21.8 Removal of Existing Structures**

21.8.1 Prior to removal of any part of any access walkway (floor or railing), a permit must be obtained from the Debswana Representative.

21.8.2 A substantial barricade with appropriate signs shall be erected at all approaches to the area where grating or handrails are to be removed.

21.8.3 Any person working inside the barricaded area shall wear appropriate fall protection.



21.8.4 The area below the intended opening that may be affected by overhead hazards shall be barricaded and sign-posted to prevent access.

21.8.5 Machine guards of existing equipment may not be removed without authorisation of the Debswana Representative

## **21.9 Confined Space Entry**

21.9.1 A confined space is any space that is not designed for continuous employee occupancy, is large enough and so configured that an employee can bodily enter, has limited or restricted means for entry or exit.

21.9.2 Prior to entering any confined space a permit must be obtained from the Debswana Representative

## **22 ENVIRONMENTAL MANAGEMENT**

22.1.1 The Contractor is to reduce waste by re-using or recycling material wherever possible.

22.1.2 Adequate care shall be taken by the Contractor to prevent pollution of the environment in any way whatsoever

22.1.3 All plant and machinery should be regularly serviced to reduce emissions. The Debswana Representative has the power to stop the Contractor operating polluting vehicles and machinery.

### **22.2 Oil Management**

22.2.1 No oil is to be drained into the ground by the Contractor.

- Precautions need to be taken to ensure that oil spillages are contained.
- In the event of oil spillage clean up kits need to be readily available with appropriate trained personnel from the relevant Contractor.
- Spillages from batch plants are to be avoided and when occurring, the concrete silt is to be trapped and prevented from polluting the environment.

### **22.3 Dust Management**

22.3.1 Dust production from the work area must be minimised by regular watering. Temporary stockpiled material, which could be blown by the wind, must be covered. Total dust levels in the air should be maintained below 10 mg/m<sup>3</sup>.

22.3.2 Erosion control measures are to be practiced on site.

22.3.3 No open fires should be allowed on site

### **22.4 Vegetation Management**

22.4.1 Unnecessary vegetation stripping shall be avoided.

22.4.2 The Contractor shall remove as little vegetation as possible and only where shown on the scope. This will avoid unnecessary exposure of bare soil and will maintain vegetative screen.

22.4.3 Contractor to protect and monitor large tree specimens. If trees are liable to be damaged by machinery, protective fencing should be erected around the tree(s), following the outer limit of the tree canopy. No vehicles should pass under nor should any storage be permitted under any part of the canopy of any retained tree.

22.4.4 The Contractor shall not fell or damage any tree unless specifically told to do so by the Debswana Contract Manager and in accordance with contract documentation.

Financial penalties shall be imposed on the Contractor for noncompliance (the penalty shall be the amount deemed necessary to reinstate all damage caused).

- 22.4.5 The Contractor shall be responsible for remedial action or like-for-like replacement should any trees be damaged, felled or removed (excepting those trees designated for removal). This will be at the Contractor's own cost. If remedial action or replacements are required, the Contractor must seek advice from a qualified landscape architect on how this should be done (i.e. which species to use, plant size, and planting method).

## 22.5 Soil Management

- 22.5.1 During site clearance, topsoil will be managed as per Debswana Topsoil Stripping Guideline. It should be stripped and stockpiled on site, at a predetermined area as indicated by the Client, for re-use later in the contract. It must be kept separate from sub-soils and it must be kept clear of builder's rubble and clean of fuels, lubricants and other contaminants. Stockpiles should be protected from storm water erosion, if necessary with geotextile sheeting or seeding.
- 22.5.2 Re-vegetation and rehabilitation is to be done in areas where instructed to do so.
- 22.5.3 The Contractor shall avoid import and export of soils to/from the site to minimise vehicle movements outside the site. Importing soils increases construction costs and is not environmentally sustainable
- 22.5.4 Where gravel and soil is transported by truck on and off the site, the loads are appropriately covered to prevent spillage and dust generation.
- 22.5.5 All building rubble is to be disposed of using the mine's dedicated disposal site.

## 22.6 Procedure for Granting of Borrow Pits

- 22.6.1 Where a Contractor needs to extract ground or filling material from the Mines registered borrow pits for construction of mine infrastructure, the Contractor shall obtain prior permission from the Debswana Representative in writing.
- 22.6.2 Permission to open or extract from borrow pits should be obtained from the relevant authorities and they should not be opened until permission is granted.
- 22.6.3 Borrow pits shall strictly be operated in accordance with mine procedures.
- 22.6.4 Under no circumstance will the dumping of any type of material be allowed at borrow pits or any area not approved by the Debswana Representative.

## 23 SOCIAL PERFORMANCE

### 23.1 Definitions

- 23.1.1 Socially material: contracts that could lead to materially adverse social impacts, including human rights impacts, or significant positive development opportunities. For example, this would include contracted activity which would have a significant workforce on site.
- 23.1.2 Social impacts: this includes core labour rights such as payment of fair wages, provision of decent housing/accommodation, health and safety practices, access to a grievance mechanism, freedom of association and prohibition of forced labour and child labour
- 23.1.3 Positive development opportunities: includes skills transfer through the localized business and entrepreneurs to support delivery of the overall contract.

### 23.1 Social Performance requirements

23.1.1 All Contractors doing work for or on behalf of Debswana shall commit through their response to tenders/proposals and contracts abide by the spirit and intent of Citizen Economic Empowerment Policy (CEEP) and demonstrate through monthly performance reporting of their CEEP KPIs.

23.1.2 Positive development opportunities: includes skills transfer through the localized business and entrepreneurs to support delivery of the overall contract.

23.1.3 The Social Way consists of ten requirements, as follows:

- **Social Risk and Impact Management:** proactively identify, assess and manage social impacts and risks.
- **Social Performance Strategy and Social Management Plan:** strategic social performance planning which aligns with Life of Mine, including closure planning.
- **Stakeholder Engagement:** proactively communicate, engage with and respond to stakeholders.
- **Socio-economic development:** pro-actively seek to deliver a lasting socio-economic benefit to communities over the project lifecycle and beyond through leveraging of our core business in employment and procurement in addition to social investment.
- **Compliance with social commitments:** proactively manage commitments to stakeholders.
- **Social Incident Management:** proactively manage and respond to social incidents, complaints and grievances.
- **Community Health, Safety and Security Management:** identify, prepare for and have the capability to respond appropriately to emergency and crisis situations that have the potential to impact associated communities.
- **Contractors, suppliers and business partners:** ensure that social performance requirements are integrated into Contractor and business partner arrangements as appropriate.
- **Resourcing and Capacity Development:** ensure sufficient human and financial resourcing and capacities to deliver strategic objectives.
- **Cultural Heritage:** protect and, where possible, enhance the value of cultural heritage in accordance with the Monuments and Relics Act.

23.1.4 Whilst all adherence to all above is required, there are certain fundamentals that apply to all Contractors irrespective of the severity of the risks or impacts. These include:

- Risk and impact management.
- Stakeholder engagement.
- Commitments management.
- Grievance and incident management.

23.1.5 The extent of implementation of the other requirements will depend on the context, in particular the risks and impact.

## **24 CHECKING AND CORRECTIVE ACTION**

### **24.1 Non-Conformances and Rectification**

- 24.1.1 Debswana reserves the right to inspect the Contractor work area at any time and without prior notice to ensure compliance to legal requirements and Debswana SHE and Social Performance procedures and standards.
- 24.1.2 The Debswana Representative, the Safety and Sustainable Development Department, and the Corporate Affairs Department (Social Performance) have the authority to issue a non-conformance notice to any Contractor not complying with the SHE and Social Performance requirements on the site.
- 24.1.3 Any expense incurred due to non-conformances shall be for the Contractor's account.
- 24.1.4 Any person has the authority to stop work if there is a life-threatening situation and/or the danger of substantial material loss/damage and should immediately inform the Debswana Representative.
- 24.1.5 Authority to resume work after a stoppage caused by a SHE and/or Social Performance violation is the sole responsibility of the Debswana Representative.

### **24.2 Inspections and Observations**

- 24.2.1 Inspections and Planned Task Observations as required must be conducted by competent persons and records kept.
- 24.2.2 The Contractor will have to implement the Behaviour-Based Safety programs that are implemented as part of the Debswana SHE and Social Performance management system.

### **24.3 Registers, Checklists and Site Instruction Books**

- 24.3.1 Registers and checklists must be kept (but not limited ) for the following categories
  - Mobile Equipment and LDV inspections
  - Tools Inspections
  - Equipment Inspections
  - Regulatory Inspections
  - PPE Inspections
  - Registers can be obtained from the SHE department.
- 24.3.2 Contractors are also required to maintain a site instruction book on the construction site to facilitate formal communication and issuance of instructions by Debswana Representatives.
- 24.3.3 The format can be obtained from the Debswana Representative.

## 24.4 Incident Reporting

- 24.4.1 It is important that incidents (including social incidents, complaints or grievances) and near-hits are promptly reported and actioned upon so that deviations are corrected and recurrence can be prevented.
- 24.4.2 An incident is the realisation of a Safety, Health or Environmental risk – an unwanted event which caused adverse consequences in any of the following categories:
- Safety: injury or acute illness
  - Occupational Health: deterioration of health due to repetitive exposure to health hazards
  - Environment: spillages, air pollution, harm to animals and plants, wastage of energy and water, uncontrolled waste
  - Damage and Loss: property damage, product loss or loss of productive time
  - A near hit is. any occurrence or a situation which potentially could have caused adverse consequences to people, the environment, property, reputation or a combination of these, but which did not. Near hits include all substandard behaviours and substandard conditions observed which may lead to the occurrence of an incident/accident. It represents an opportunity to learn and improve an at-risk condition and or behaviour
  - A High-Potential incident the uncontrolled release of energy or the integrity failure of a critical control with the potential to result in a fatality on multiple fatalities
- 24.4.3 All incidents (including near-hit incidents) must be reported to the Debswana Representative and SHE Department as per the Debswana procedure and on the prescribed form and Isometrix system
- 24.4.4 Incidents must be reported within following timelines as guided by the site Incident reporting procedure:
- All incidents: email notification to be sent within 2 hours (where possible) to the SHE department
  - Serious incidents: (Lost Time Injuries, Restricted Work Injuries and High-Potential Incidents): an Incident Notification flyer must be sent within 24 hours to the SHE department. These incidents must be investigated with the Debswana ICAM incident investigation method.
  - Incident Investigation Summary flyer to be sent within 1 day or within 5 days for incidents that required a full ICAM investigation
- 24.4.5 In the event of a serious incident where a person has died or was injured to such an extent that he is unlikely to continue with his normal duties on the following shift, the incident site shall not be disturbed without consent of the Debswana Representative General Manager and /or Department of Mines; provided that such action may be taken as is necessary to prevent a further accident, to remove the injured, or to rescue persons from danger.
- 24.4.6 The activities may not continue until reasonably agreed upon remedial measures are in place to prevent a recurrence of the incident.
- 24.4.7 The Contractor shall not issue any communication to the public on incidents that occur without approval from the Debswana General Manager.

## 24.5 Reporting to the Department of Mines

24.5.1 The following incidents shall be reported to the Department of Mines through the office of the General Manager:

- Injuries resulting in the death of a person
- where a person becomes unconscious or is incapacitated for 48 hours from heatstroke, heat exhaustion, electric shock or burns, the inhalation of blasting fumes or the inhalation of any poisonous gas or fumes;
- where the injuries sustained by a person are so serious that it is possible they may prove fatal;
- Any accident in which any person sustains serious bodily harm or is incapacitated for more than three days, excluding the day of the incident but including weekends or official holidays.
- Dangerous occurrences must be reported to the Department of Mines within 24 hours.

24.5.2 The fracture or failure of any part of any machinery, whereby the safety of any persons has been or may have been endangered.

24.5.3 Any occurrence in connection with winding plant and lift installation involving:

- The fracture or failure to work efficiently of essential part of including a winding rope and all its attachments to the conveyance or drum, sheaves shafts axles or bearings, brakes gearing, depth indicators or drums
- The jamming or overloading of any part of the winding plant or the derailment of a conveyance, which results in the possible, overstrain of the rope.
- The failures of any over wind prevention device or safety catch to act when required, or the action of such device or catch when not required.
- Any conveyance accidentally leaving its guide in a vertical shaft
- Any accidental over wind on a certificated winding engine.
- The accidental ignition or detonation of explosives and accident due to explosives.
- The flooding of any considerable portion of the workings or failure of any dam or reservoir used for conserving water or slimes.
- The collapse, mechanical failure or overturning of any vehicle, crane, derrick, winch, hoist or similar lifting appliance.
- Any accidental explosion of fire due to the ignition of dust, gas, oil or vapour.
- Any accidental fire underground or any accidental large fire on surface.
- The explosion or bursting of any receiver or any container used for the storage at a pressure greater than atmospheric resulting from the compression of gas.
- The explosion or bursting of any steam boiler or steam receiver.
- Any electrical short circuit failure of electrical machinery resulting from the malfunction of any protective device and attended by explosion or fire.
- The carving of any underground working or any subsidence of the ground which is not normal for the method of mining in practice.

- Any failure of the ventilation system
- The bursting of any revolving vessel, wheel or grinding wheel moved by mechanical power, excluding rubber tires
- The release or discharge of harmful hazardous substances or effluents
- The MWQMA Act regulation 36(2) requires that no material or apparatus shall be disturbed on the scene of the incident without the consent of the District Inspector.

**24.6 Incident Investigation**

- 24.6.1 All incidents will be investigated as per the Debswana incident investigation procedures.
- 24.6.2 The Contractor will be required to avail his management and employees to the investigating team and to provide all information requested during the investigation.
- 24.6.3 The Contractor must ensure that the preventative/corrective actions recommended by the investigating team are actioned within the quickest time reasonably possible.

**24.7 Audits**

- 24.7.1 Contractors are expected to cooperate and comply with any SHE and Social Performance audits (internal and external audits).

**25 REPORTING**

- 25.1.1 The Contractor is to submit to the Debswana Representative and SHE department a comprehensive monthly SHE report (“labour return”) within the first week of the cut-off date as determined by Debswana, which shall contain at least the following information:
  - Hours worked for the previous month and the contract to date (employees and sub-Contractors)
  - Brief description of incidents (accidents, property damages, near-hits, complaints, grievances) for the month.
  - Manpower on site
  - Medical surveillance report
  - Non-conformances issued or received
  - Housekeeping status
  - Forthcoming hazardous activities
  - Training done for the month
  - Training program for the month
  - Safety inspection done for the month ( to include all legally required inspections such as cranes, lifting equipment and pressure vessels, inspections of First Aid equipment, Fire Fighting Equipment, critical equipment, Safety Representative etc.)
  - General issues

- Social Performance reporting information as required under the social management or community plans (such as CSI spend)

25.1.2 The return must be submitted on a form prescribed by Debswana.

## 26 PROJECT CLOSURE

### 26.1 Project closure

26.1.1 At the end of the project the Contractor will have a close-out meeting with the Debswana Contract Manager to evaluate project statistics, identify lessons learnt and hand over the contract SHE file in an electronic format to the Debswana Representative.

26.1.2 All persons that work for the Contractor must undergo an exit medical examination to be conducted by a Debswana medical practitioner (or a medical practitioner authorised by Debswana) who will issue an Exit Certificate. The certificates must be included in the SHEP file.

### 26.2 Site clean-up and/or rehabilitation.

- At the end of the project, the project site must be cleaned up and any unwanted material and scrap must be removed.
- On completion of the project the camp shall be suitably decommissioned and all construction debris, wastes, scrap etc. removed. As a general rule, the construction camp must be returned to the state in which it was found and the landscape fully reinstated unless otherwise directed by the Debswana Representative
- All the areas where pollution or contamination occurred during the project implementation must be rehabilitated
- An Environmental Official from the mine must verify the adequacy of clean-up and/or rehabilitation.
- If clean-up was not done or properly done, the cost of cleaning the site shall be back-charged to the Contractor.
- A decommissioning certificate must be signed by environmental personnel before the final payments can be made to the Contractor. The certificate must be included in the SHE file
- Note: Pollution and or contamination must be prevented and if it happens it should be dealt with immediately and not wait for the project to complete



**27 AMENDMENT HISTORY**

VERSION	DATE	CHANGES IN THIS DOCUMENT
1	2012-12-13	New document
2	2012-03-08	Clarifications Number of SHE officers changed from 1 per 50 employees to 1 per 25 employees Added requirement for Contractor managers to participate in Job Risk Assessments
3	2017-12-14	Inclusion of Social Performance requirements Ungraded the qualifications for SHE Officers from Samtrac/Certificate to Diploma Categorisation of Contractors by level of risk.

**28 APPENDICES**

- Contractor Categorisation Table
- Debswana Fatal Risk Control Standard SD/SHE/SHE/018 ( Debswana Website)
- Template of a SHE Plan
- Social Performance Plan

Appendix 1: Contractor categories and Minimum requirements

Description (duration, risk, exposure)	Examples	SHE Pre -Requirements (SHE plan and SHE File)	SHE File Post Requirements
<b>Category 1 (Low Risk)</b>	Visitors, Delivery vehicle drivers, Consultants and trainers	<ul style="list-style-type: none"> <li>General Induction, PPE Compliance and Medical Exams</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Category 2 (Low Risk)</b> Work that involves hazards such that if an accident occurs the likely outcome is a minor injury and/or negligible environmental, public perception or regulatory impacts.	Less than 1 month jobs not involving any of the FRCS (2-8) and having 10 employees or less.	<ul style="list-style-type: none"> <li>Contractor's SHE policy and Social Performance policy or COMBINED</li> <li>HIV/AIDS policy</li> <li>Proof of worker's compensation insurance for all workers (citizen and non-citizen workers)</li> <li>Proof of medical insurance for employees</li> <li>Evacuation insurance for repatriation to country of origin after an injury.</li> <li>The SHE and Social risk assessment for the scope of works</li> <li>Register of PPE that will be required</li> <li>Equipment maintenance records and inspection records.</li> <li>List of personnel and their job titles, organogram</li> <li>Legal and first aider appointments</li> <li>Medical examinations</li> <li>Training records</li> <li>Equipment register and Debswana's fit-for-use inspection register</li> </ul>	<ul style="list-style-type: none"> <li>Records of SHE talks.</li> <li>Records of PPE provided</li> </ul>

Description (duration, risk, exposure)	Examples	SHE Pre -Requirements (SHE plan and SHE File)	SHE File Post Requirements
<p><b>Category 3 (Moderate Risk)</b>            Work that involves hazards such that if an accident occurs the likely outcome is a temporary disability (e.g., broken bones, muscle or ligament damage) and/or limited and reversible environmental impacts, regulatory non-compliance and negative public perception.</p>	<ul style="list-style-type: none"> <li>1-6 months jobs not involving any of the FRCS (2-8) and having 10-25 employees</li> </ul>	<ul style="list-style-type: none"> <li>Permits and licenses as applicable</li> <li>SHE Representative needed</li> <li>General and site specific induction</li> <li>Chemical inventory and MSDs briefings where applicable</li> <li>Contractor's SHE policy and Social Performance policy or COMBINED</li> <li>HIV/AIDS policy</li> <li>Proof of worker's compensation insurance for all workers (Botswana and expatriate workers)</li> <li>Proof of medical insurance for employees</li> <li>Evacuation insurance for repatriation to country of origin after an injury.</li> <li>Environmental aspects and impacts of all activities The SHE and Social risk assessment for the scope of works</li> <li>Safe Work Procedures for critical tasks</li> <li>Register of PPE that will be required and records</li> <li>Equipment maintenance plan and inspection plan and associated records</li> <li>List of personnel and their job titles, organogram</li> <li>Legal and internal appointments as applicable</li> <li>Medical examinations certificates</li> <li>Equipment register and Debswana's fit-for-use inspection register</li> </ul>	<ul style="list-style-type: none"> <li>Training plan and records</li> <li>Records of SHE talks, meetings etc.</li> <li>Equipment register and Debswana's fit-for-use inspection letters</li> </ul>

Description (duration, risk, exposure)	Examples	SHE Pre -Requirements (SHE plan and SHE File)	SHE File Post Requirements
<p><b>Category (Significant)</b> 4 Work that involves hazards such that if an accident occurs the likely outcome is a fatality or permanent disability and/or widespread or long-term environmental impacts, legal liability and significant negative public perception.</p>	<p><b>Examples</b></p> <ul style="list-style-type: none"> <li>Jobs Over 6 months involving any of the FRC Standards (1 - 8)</li> </ul>	<ul style="list-style-type: none"> <li>Records of inspections, observations and audits</li> <li>Permits and licenses as required</li> <li>SHE Officer required</li> <li>General and site specific induction</li> <li>Chemical inventory and MSDs briefings where applicable</li> <li>Competency profile of appointed persons (CVs, certified copies of qualifications, copies of driver licenses, etc.)</li> <li>Emergency preparedness Action Plan</li> <li>Waste Management Plan</li> <li>Contractor's SHE policy and Social Performance policy or COMBINED</li> <li>HIV/AIDS policy</li> <li>Proof of worker's compensation insurance for all workers (Botswana and expatriate workers)</li> <li>Proof of medical insurance for employees</li> <li>Evacuation insurance for repatriation to country of origin after an injury.</li> <li>Social and community aspects and impacts of all relevant activities</li> <li>Environmental aspects and impacts of all activities The SHE and Social risk assessment for the scope of works</li> <li>Safe Work Procedures for critical tasks (SOPs ad JRAs)</li> <li>Register of PPE that will be required and records</li> </ul>	<ul style="list-style-type: none"> <li>Records of training</li> <li>Records of inspections, observations and audits</li> <li>Records of SHE talks, meetings etc.</li> <li>Training records</li> <li>Incident and grievance / complaint records</li> <li>Job Risk Analysis and Pre-Task Risk Assessments</li> </ul>

Description (duration, risk, exposure)	Examples	SHE Pre -Requirements (SHE plan and SHE File)	SHE File Post - Requirements
		<ul style="list-style-type: none"> <li>• Equipment maintenance, inspection plan and associated records</li> <li>• Regulatory and Operational Equipment inspection</li> <li>• List of personnel and their job titles, organogram</li> <li>• Legal and internal appointments as applicable</li> <li>• Medical examinations certificates</li> <li>• Training plan and applicable records</li> <li>• Permits and license</li> <li>• Equipment register and self-check Debswana's fit-for-use inspection register</li> <li>• Permits and licenses and other authorisations as required</li> <li>• SHE Officer required</li> <li>• General and site specific induction</li> <li>• Social and community aspects and impacts of all relevant activities</li> <li>• Competency profile of appointed persons (CVs, certified copies of qualifications, copies of driver licenses, etc.)</li> <li>• Emergency preparedness Action Plan</li> <li>• Waste Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Records of inspections, observations and audits</li> <li>• Records of SHE talks, SHE meetings etc.</li> <li>• Discussions of community interactions and Social Performance issues</li> </ul>
<p>NB: Where the Contractor is working under an existing Contractor (Sub-Contractor) or as part of Debswana departments this requirements must be included in the existing SHE File and submitted for approval by A SHE Official. Trainers, visitors and Consultants are exempted from requirements except for Medical Exams, PPE compliance and general induction</p>			

Appendix 3  
Template of a SHE

SAFETY HEALTH AND ENVIRONMENT

PROJECT SHE PLAN  
STD/SSD/ECOHS/017 -PLN 01

Project Title: INSERT  
Project Number: INSERT  
Contractor Name: INSERT

Name	Signature	Date
Prepared By:	INSERT	
Checked By:	INSERT	
Approved By:	INSERT	

The primary purpose of this Plan is to ensure proper management of project SHE risks. The designated Debswana Representative or Debswana SHE Official/Manager is responsible to determine the level of SHE risk associated with the scope of work detailed in the contract terms. Based on the level of risk, the SHE Official in collaboration with the Debswana Representative shall establish the SHE arrangements to be documented within the project SHE Plan guided by Contractor categorisation table.

**1. Contractor's SHE policy and Social Performance policy or COMBINED**

- i. The following SHE Policies will be developed, displayed and communicated throughout the project;
  - o The Site SHE/ECOHS Policy
  - o The Debswana Drug and Alcohol Policy
  - o Contractor HIV Policy
  - o Any other project specific Policies as required.
- ii. Policies will be prominently displayed on notice boards and will be brought to the attention of all staff during inductions.

**2. Proof of worker's compensation insurance for all workers (Botswana and expatriate workers) – To be included in the SHE File**

**3. Proof of medical insurance for employees – To be included in the SHE File**

**4. Evacuation insurance for repatriation to country of origin after an injury – To be included in the SHE File**

**5. SHE, Social and community aspects/hazards and impacts/risks of all relevant activities**

The hazard identification and risk assessment process is applied to both routine and non-routine activities. It covers identification of hazards, assessments of risks and determination of the necessary controls.

The Contractor detailed risk assessment shall be documented covering all Contractor Facilities, Activities, Processes, Equipment and Services that the Contractor interacts with. Debswana templates for carrying Risk Assessments are available and can be sourced from the Debswana Representative.

Determination of Controls shall be guided by the hierarchy of Controls

**Elimination** – Where possible, remove the hazard or the need to complete tasks at risk (e.g., eliminating toxic substances, or hazardous equipment, or processes that are not necessary).

**Substitution** – Complete the task in a less hazardous location or manner (e.g., building as much of a structure on the ground in preference to working at height).

**Engineered Solutions** – Engineer or redesign the structure or equipment to reduce the hazard involved in the task (e.g., move valves from height to a lower level for operation or install remote valve operation devices).

**Administration** – Establish policies, procedures, and work practices to reduce employees' exposure to risk (e.g., provide training, use warning signs, and reduce time spent in noisy areas).

**Personal Protective Equipment (PPE)** – The provision of personal protective equipment does not eliminate the hazard, but only shields the individual from it. Such action will have to be coupled with training in the correct use of the equipment. PPE should be used only as a last resort

**6. Safe Work Procedures for critical tasks**

Contractors shall develop Safe Work Procedures for critical tasks.

Safe Work Procedure (SWP) is a document which describes how work is to be carried out in a safe and standardised process. SWPs outlines the hazards, risks and associated controls measures to be applied to ensure the task/activity is conducted in a way to reduce the risk of injury.

SWPs provide information to assist workers to perform tasks safely. They include:

- Describing how the work is carried out
- Identifying the work activities assessed as having SHE risks
- Stating what the SHE risks are
- Describing the control measures that will be applied to the work activities
- Describing how measures will be implemented to undertake the work in a safe and environmentally sound manner
- Outlines the legislation, standards and codes to be complied with and
- Describing the equipment used in the work, the qualifications of the personnel undertaking the work and the training required to undertake the work in a safe manner.

**7. Register of PPE that will be required and records - To be included in the SHE File**

**8. Equipment maintenance, inspection plan and associated records**

- Workplace Inspections are carried out to ensure all work areas are kept free from hazards or potential hazards that may lead to injury, illness, near miss, property damage or adverse environmental impact.
- Contractors are expected develop an Equipment and Work place inspection plan in line with the risk and equipment used on site.
- All equipment to be used shall be inspected by a Debswana Official or as required by regulatory requirements prior to use. Contractors shall make arrangements for such inspections.
- Inspection templates are available from Debswana for most equipment and workplaces. Where such do not exist Contractors shall develop an inspection templates in line with sites document control protocols.
- Equipment requiring regulatory inspections shall be inspected at appropriate intervals and up to date records maintained in the Contractor SHE File. Such include as examples; pressurised vessels and lifting equipment.
- Contractors shall also indicate the maintenance plans for all equipment for equipment on site. Up to date records for maintenance shall be kept in the SHE file.
- An up to date list of equipment shall be maintained.

**9. List of personnel and their job titles, organogram**

- Contractors shall maintain their SHE File a list of personnel their job titles and a Contractor organogram.
- The Organogram shall detail appointable position and regulation under which such people shall be appointed in line with applicable legislation
- Competency profile of appointed persons (CVs, certified copies of qualifications, copies of driver licenses, etc.)



10. **Legal and internal appointments as applicable** - To be included in the SHE File using Debswana templates
11. **Medical examinations certificates** - To be included in the SHE File – To be done by Debswana Occupational Health Dr or approved Service Provider.
12. **Training plan and applicable records**

Providing Safety Health and Environmental information and training helps you to:

- Ensure that people who work for you know how to work safely and without risks to health;
- Develop a positive health and safety culture, where safe and healthy and Environmental working becomes second nature to everyone;
- Meet your legal duty to protect the health and safety of your employees
- Meet Environmental and Social Performance requirements

Contractors shall develop a training plan and implement it in line with SHE risks that employees will be exposed. The following guidelines shall be considered in development of training needs, training plans and implementation of train.

- New recruits need basic induction training into how to work safely, including arrangements for first aid, fire and evacuation;
- People changing jobs or taking on extra responsibilities need to know about any new health and safety implications;
- Young employees are particularly vulnerable to accidents and you need to pay particular attention to their needs, so their training should be a priority. It is also important that new, inexperienced or young employees are adequately supervised;
- Employee Representatives or safety Representatives will require training that reflects their responsibilities;
- Some people's skills may need updating by refresher training.
- An up to date record of implementation of training shall be maintained.

### 13. Communication

A Contractor shall develop and Communication plan to be implemented using formal arrangements such as meetings, forums, and a communications network to transmit and share SHE information.

- These would include:
  - Debswana and Contractor progress meetings
  - Scheduled SHE meetings
  - Tool box talk meetings
  - Safety stand downs -
    - A safety stand down will be undertaken in response to any SHE related issue deemed appropriate by the SHE Official in conjunction with the Contract Manager or as defined by Debswana.
    - SHE notice boards - Notice boards will have the Debswana and Contractor SHE Policy statements, SHE objectives/targets, SHE performance, Emergency numbers and actions as well as any other SHE topic that relates to the project.
- SHE notice boards are restricted to SHE information and topics only

**14. Legal Register, Permits and licenses**

The Contractor shall

- Develop legal register of applicable regulations and associated clauses for the Contractor activities
- Identify and review legal and other requirements relevant to identified impacts and their implications on the proposed Contractor activities
- High-level outline of applicable project permitting processes and likely time, resources requirements.
- Develop a schedule for obtaining the necessary approvals and a summary of the process for approval;
- Develop an action plan required to close out identified gaps

**15. Site specific induction** – The Contractor shall develop an induction plan covering as a guide

Facilities (as appropriate)	The Organisation	Policies Systems and procedures	Personal Development
<ul style="list-style-type: none"> <li>▪ Car parking</li> <li>▪ Kitchen/canteen facilities</li> <li>▪ Fire extinguishers</li> <li>▪ First aid boxes</li> <li>▪ Health and safety notices boards procedures</li> <li>▪ Utilities, e.g. lighting, heating, water</li> <li>▪ Access to buildings, security</li> <li>▪ Notice boards</li> <li>▪ Computer system, internet access</li> <li>▪ Photocopier</li> <li>▪ Toilets</li> <li>▪ Smoking areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ What we do?</li> <li>▪ History of the organisation and future plans</li> <li>▪ Organisational structure</li> <li>▪ Other aspects of the organisation, as relevant</li> <li>▪ Products/services</li> <li>▪ Significant customers</li> <li>▪ Where/How to find more SHE information</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safety and Health Procedures</li> <li>▪ Codes of Practice</li> <li>▪ Environmental awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Mentoring, where appropriate</li> <li>▪ New Employee Programme</li> </ul>

**16. Emergency preparedness Action Plan**

The Contractor shall

- Identify possible emergencies associated with the Contractor activities and activities around their site through the risk assessment process.
- Develop an end to end emergency response plan (from scene of incident to recovery) for all emergencies including crisis situations as identified in the risk assessment;
- Develop a program for testing the effectiveness of emergency controls on site.

## 17. Traffic Management Plan

The operation of workplace transport vehicles and equipment is among the highest risks on construction sites. To minimize this risk a project specific Traffic Management Plan must be created.

This Plan is to include:

- Design and planning for traffic/pedestrian segregation on site.
- Provisions to manage and change traffic routing during project progression.
- Maintenance programs/schedules for routine vehicle/plant inspections.
- Driver and Traffic Flag persons Training
- Signage required
- Any other traffic management concern, topic or issue as dictated by the scope of work.

## 18. Waste Management Plan

The waste management plan should cover the following

- Specify who is responsible for managing waste on site.
- Estimate the waste types and amounts involved.
- Set targets for reducing the amount of each waste sent to landfill.
- Describe recycling/reuse methods for each material.
- Identify the waste destinations and transport modes, including what materials are being segregated on site for reuse or recycling.
- Track progress and how the reporting will be done
- Describe special measures for material use and handling.
- Describe communication and training to support and encourage participation from everyone on site

## 19. Monitoring and Reporting

- Two KPI monitoring systems shall utilised for Contractor SHE information and analysis purposes - Leading and Lagging indicators.
- Leading indicators/monitoring measures compliance with standards, regulations and achievement of objectives through audits, inspections and reviews.
- Lagging indicators/monitoring measures accident rates, incident reports, hazard reports and non-conformance reports.
- The results of all indicators will be organized, charted and communicated at the regularly scheduled progress meetings, on weekly and monthly SHE reports.

## 20. Project Close out

- At the end of the product, the project site, the camping site and any other site that was directly under the control of the project or its Contractors must be cleaned up and rehabilitated. All areas where pollution or contamination occurred during the project must be rehabilitated and authorized environmental personnel must verify the adequacy of clean-up and/or rehabilitation.
- A decommissioning certificate must be developed with a provision for environmental personnel to sign before the final payments can be made to the Contractor.
- Note: Pollution and or contamination must be prevented and if it happens it should be dealt with immediately and not wait for the project to complete.

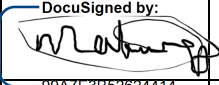
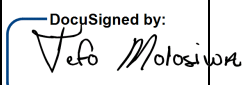
- The Contractor shall detail a Project close out plan covering but not limited to;
  - Demobilisation and Rehabilitation where required
  - Submission of the Electronic version of the SHE File to the Debswana Representative

Appendix 4: Social Performance Management Plan Guideline

Social Management Plan						
Risk / Impact						
Issue/Impact: Phase	Lifecycle Phase during which issue/impact occurs				Operation	
Duration of impact if unmanaged	Temporary	Short-term (2-5 years)	Long-term (5-25 years)	Permanent		
Geographical Scope of Impact	Zones of Influence Communities	Sub-District	District	National		
Potential Impacts (negative)						
Management Objectives						
Key Affected Stakeholders						
Management Actions	Performance Target	Person or Team Responsible : Organization Individual	Timelines: Implementation Interim milestones Completion	Key Performance Indicators	Monitoring & Evaluation: Method, Frequency/ Timing, Responsibility	Required Resources: Human Financial Material In-kind

## DEBSWANA DIAMOND COMPANY

### APPENDIX 5: ADDENDUM TO THE SITE RULES AND REGULATIONS FOR CONTRACTORS - STD/SHE/SHE/017

	TITLE	NAME	SIGNATURE	EFFECTIVE DATE	REVIEW DATE
<b>ORIGINATOR</b>	Safety Manager – H2 Projects	M.Makwape	DocuSigned by:  99A7E3B52624414...	01/05/2020	01/04/2025
<b>APPROVAL</b>	Head of Safety & Sustainable Development	T. Molosiwa	DocuSigned by:  9AECB3CB3D84447...	01/05/2020	01/04/2025

Document no: STD/SHE/SHE/017	Document name: Addendum to the Site Rules and Regulations- STD/SHE/SHE/017	Issue no: 01	Effective Date: 01/05/2020	Next Review date:01/05/2024	Page 1 of 4
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This document has been developed to detail requirements for compliance to the Covid 19 protocols for all business partners doing work for and on behalf of Debswana. There shall be no exemptions to these requirements and this document is an addendum to the Site Rules and Regulations for Contractors - STD/SHE/SHE/017 version 3. The information contained herein is not exhaustive and more information will be included as details on management interventions on COVID 19 becomes available.

The critical controls of the COVID-19 identified during Debswana Wide Bowtie analysis, the Prevention and Control of Work-related Biological Infectious Hazards Standard, Prevention and control of work related biological infectious hazards implementation guideline - GUI-SSD-OHS-01, guideline for barrier of cloth masks GUI-SSD-OHS-02, PPE standard STD-SSD-SHE-01 and guidelines from World Health Organization (WHO) have been used as a guide in the development of this addendum. The above mentioned documents and other related Debswana sanctioned protocols such as the Startup of Operations post COVID-19 lockdown procedures for all operations should be used for reference as applicable:

## 1.0 PLANNING

### 1.1 Pre-start up Planning

- 1.1.1 All Contractors to develop a strategy to incorporate Covid-19 requirements into their works to minimize transmission i.e. Flexi hours. (Should however be with prior agreement with the host department/ Project Manager).
- 1.1.2 Contractors shall undergo a Debswana led induction and briefing of Covid-19 requirements
- 1.1.3 All Contractors shall fill in baseline Medical Declaration Form (Ref: Medical Surveillance Procedure)
- 1.1.4 Quarantining of employees/Business Partners coming from outside the country shall be governed by the Ministry of Health and Wellness protocols – Currently the 14 day quarantine applies. Business partners must assess the risks and impact of workers coming from outside the country, taking into account the ban on travelling and develop alternative mitigation measures.

### 1.2 Operational Readiness Guide

- 1.2.1 Review BRAs, Issue based risk assessments and operational procedures to incorporate COVID-19 aspects and controls prior to resumption of works.
- 1.2.2 Identification of tasks or activities where social distancing is impracticable and with a view to mitigate through application of risk assessment resulting in possible actions such as: masks, split shifts, demarcations etc.
- 1.2.3 General induction and site specific inductions to include COVID-19 awareness and COVID-19 reporting process and help contacts.
- 1.2.4 Conducting awareness and briefing sessions on Covid-19 requirements.
- 1.2.5 Availability of equipment and consumables required for good hygiene practices shall be in place (the provision of which shall be decided on by the Parties or Employer, these shall meet Debswana set standards.)

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1.2.6 Proof of Compliance to Medical Surveillance Programme as set up Debswana procedures.

1.2.7 Process for sanitisations of shared equipment and facilities must be in place.

## 2.0 OPERATION CONTROL

2.1.1 The following activities/areas have been identified as high risk from a potential exposure point of view and a risk-based approach has been followed in developing these requirements:

<p><b>Transportation</b>  <b>Risk:</b> Transmission of the virus due to crowding and through contact with bus surfaces  <b>Bus/LDV Requirements</b></p> <ul style="list-style-type: none"> <li>- Compulsory temperature checks when boarding by the bus driver.</li> <li>- Social distancing (vessel to transport half (50%) its capacity)</li> <li>- Buses shall pre-mark the seats that shall be occupied.</li> <li>- Sanitizers for all embarking in the bus is compulsory</li> <li>- Disinfection &amp; Cleaning after every trip</li> <li>- Use of masks in Buses</li> <li>- Bus surfaces clean up and disinfecting</li> </ul> <p><b>Embarking/Disembarking Stop Requirements</b></p> <ul style="list-style-type: none"> <li>- Social Distance markers (where reasonably practical) (where the bus picks employees</li> </ul> <p><b>Owner Car</b></p> <ul style="list-style-type: none"> <li>- Use of hand sanitizers or water and soap</li> <li>- Social distancing (max 2 people in a 4 seater car and 1 person in a 2 seater car)</li> </ul>	<p><b>Accommodation and eating facilities</b>  <b>Risk:</b> Employees overcrowding at the messing facilities and shared boarding facilities (bathrooms)  <b>Camp Requirements</b></p> <ul style="list-style-type: none"> <li>- Compulsory temperature checks daily upon entering hall</li> <li>- Social distancing markers</li> <li>- Interview on employee travel history (@reception on day of return)-Evidence interview card</li> <li>- Provision of hand sanitizers in the hall way</li> <li>- Disinfection of bathrooms and accommodation rooms</li> </ul> <p><b>Kitchen Requirements</b></p> <ul style="list-style-type: none"> <li>- Hand washing soap and water</li> <li>- Disinfection &amp; Cleaning every 2 hours</li> <li>- Social distance markers</li> <li>- Review seating arrangement to cater for social distancing protocols</li> </ul> <p><b>Ablution Requirements</b></p> <ul style="list-style-type: none"> <li>- Hand washing soap and water</li> <li>- Disinfection &amp; Cleaning every 2 hours</li> </ul>
<p><b>Offices</b>  <b>Risk:</b> Transmission of virus due to crowding and interaction in offices environment  <b>Office Requirements</b></p> <ul style="list-style-type: none"> <li>- Hand sanitizer compulsory for all office users</li> <li>- Intensify cleaning regime</li> <li>- Disinfection &amp; Cleaning every 2 hours</li> <li>- Social distance markers ( Indoors and outdoors)</li> <li>- All ventilation systems must be working effectively</li> <li>- Where social distancing is impractical identification of alternative mitigations such as shift splits, and use of masks shall be adopted.</li> </ul>	<p><b>Emergency Points/Smoking Areas</b>  <b>Risk:</b> Transmission of virus due to crowding  <b>Area Requirements</b></p> <ul style="list-style-type: none"> <li>- Social Distance markers</li> <li>- Smoking is prohibited</li> </ul> <p><b>Walkways</b></p> <ul style="list-style-type: none"> <li>- Use of hand sanitizers</li> <li>- Sterilization of hand rails &amp; door handles every 2 hours.</li> <li>- Social distancing on queues</li> <li>- Gloves and masks</li> </ul>
<p><b>Laydown Areas and Work sites</b></p> <ul style="list-style-type: none"> <li>- Follow social distancing (follow markers at all areas)</li> <li>- Less than 10 people in meeting rooms</li> <li>- 5 or less employees using the kitchens-3 seated and 2 standing (warming and washing)</li> <li>- Limited time (not more than 2hours) in Boardrooms (this will allow Disinfection &amp; Cleaning every 2 hours.</li> <li>- Sterilization of all areas and all surfaces e.g. tables, chairs, cupboards, microwaves, sinks &amp; taps, doors, door handles, walls, toilets seats, cisterns, workshop equipment, tool boxes &amp; lockers</li> <li>- Sterilize Waiting Areas &amp; Utilities</li> <li>- Practice social distancing – limit number people/workshop/offices</li> <li>- Masks/cloths used shall be treated as medical and be disposed as such.</li> <li>- Sites to make provisions for clinical waste receptacles at laydown and working sites</li> <li>- Masks and cloths should not leave worksites and can only be used once.</li> </ul>	

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### KEY REQUIREMENTS FOR HOME AND WORKPLACE SAFETY



**Home – self assessment**

- Temperature self-check – if high temperature (38+), do not go to work (inform supervisor)
- Self-quarantine if signs of fever, cough or difficulty breathing

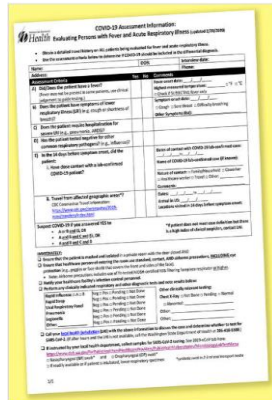
**Sanitizers or Hand wash basin with soap**



**Screening at all Entry Points (COVID19 symptoms & Temperature)**



Temperature Screening (Infrared Gun)



COVID19 Assessment Form

**Debswana led - Re-induction of all employees after lockdown on COVID19 Guidelines**



Social distancing, 10 workers/session etc.

**Disinfection of all shared special tool before & after use**



Include disinfection in **Pre-Use Checklist**

**Social distancing of 1 to 2 meters**



To provide signage & demarcation to direct movement

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