FAQ

In these FAQs you will find questions and answers on the content-related aspects of Onyx One, the “WHAT”.

All topics are numbered and can be found in the table of contents. When you click on the question, you will automatically arrive at the right topic.

For the “HOW” we refer you to the MANUAL.
# Table of Contents

FAQ ........................................................................................................................................ 1

1. General – basic principles ........................................................................................................ 4

   1.1. How much time does it take to complete a company qualification? .......................... 4

   1.2. How much time does it take to complete a personal qualification? .......................... 4

   1.3. Which basic principles should I take into account? .................................................... 4

   1.4. For which companies should a company qualification be created? .......................... 4

   1.5. In which company should a contractor employee be entered? ................................ 4

   1.6. My registration link stopped working, what should I do? ........................................ 4

   1.7. How can I apply for a new password? ......................................................................... 4

   1.8. What are the responsibilities of the main contractor towards his/her subcontractor? ... 4

   1.9. Is a main contractor allowed to perform some tasks in the tool on behalf of his/her subcontractor? ................................................................. 5

   1.10. Can you see whether you already sent a reminder to a particular person? .............. 5

   1.11. Who will receive e-mail notifications when a PQ certificate, for which you perform the administration on behalf of the contractor, expires? ................................................................. 5

   1.12. What about an administrative assistant from a house contractor (without SCC) with an administrative assignment for a limited period in an on-site office? ......................................................... 5

   1.13. I need help in completing my company qualification (or personal qualification). ....... 5

2. Company qualification ............................................................................................................ 6

   2.1. My company also has a subsidiary, how should this be treated in OO? ...................... 6

   2.2. What is a Social Security certificate? ..................................................................... 6

   2.3. Where can I apply for a Social Security certificate? .................................................. 6

   2.4. Which document do we expect you to upload under the topic ‘Accidents prevention’? 6

   2.5. What is a safety policy (SHE Policy)? .................................................................. 6

   2.6. What is an Annual Action Plan? .............................................................................. 6

   2.7. I am a level 1, 2 or 3 prevention adviser, but do not have SCC (Safety Certificate for Contractors). What should I do? .......................................................... 6

   2.8. How do I invite a subcontractor? .......................................................................... 7

   2.9. How can I see whether my subcontractor has already submitted his/her CQ for approval? ................................................................. 7

   2.10. How should a self-employed person be set up in OO? ............................................. 7

   2.11. How can I easily go back to the “OO homepage” from “Your Portal – Umicore”? 7

   2.12. I have a specific question about completing the company qualification. Who should I address? .......................................................... 7

3. Personal qualification ............................................................................................................. 8

   3.1. What PQ status should I give my employees? ....................................................... 8

   3.2. How can I change the PQ status? ........................................................................... 8

   3.3. When can I enter my employees in the tool? ......................................................... 8

   3.4. How do I enter a team member and do I myself as admin manage his/her PQ? .......... 8
3.5 I am getting an error message that the national registration number already exists...........................8
3.6 How do I deactivate a user? ..................................................................................................................8
3.7 Can I change the role of a user? ................................................................................................................8
3.8 Who will receive e-mail notifications when a certificate expires for a PQ for which you ensure the administration instead of the contractor?........................................................................8

4. Assignments..................................................................................................................................................9
4.1 What are the actual types of jobs and what do they entail as regards access to our company? ........9
4.2 I do not have an assignment. Who do I contact for this purpose?..........................................................9
4.3 Can I personally create/change an assignment? ..........................................................................................9
4.4 How do I delegate an assignment?..............................................................................................................9
4.5 Special cases?..............................................................................................................................................9

5. Logins.............................................................................................................................................................11
5.1 Does a transporter also have to be entered via OO?.....................................................................................11
5.2 Does an installation technician or repairer have to be entered by means of OO?........................................11
5.3 Should a visitor be entered?........................................................................................................................11
5.4 Who should I enter for a weekend assignment?........................................................................................11
5.5 When should I enter a contractor employee for a weekend assignment?......................................................11
5.6 Can I change an entry?................................................................................................................................11
1. General – basic principles

1.1. How much time does it take to complete a company qualification?
   - If all documents and information are available, you can complete the company qualification in half an hour to an hour.
   - Collecting the required documents takes a bit more time, depending on whether you still have to ask for them or have them at hand.

1.2. How much time does it take to complete a personal qualification?
   - Completing a personal qualification will take 5 to 10 minutes if you have the required documents at hand.

1.3. Which basic principles should I take into account?
   - A company qualification is required for every person subject to VAT (so including a self-employed person).
   - A contractor employee is entered under the company where he/she is on the payroll.
   - The contractor employee is entered on an assignment drawn up for his/her company.
   - A subcontractor is only possible up to 1 level → exception: a subcontractor may, however, invite a self-employed person.

1.4. For which companies should a company qualification be created?
   - A company qualification is required for every person subject to VAT (so including a self-employed person).

1.5. In which company should a contractor employee be entered?
   - A contractor employee is entered under the company where he/she is on the payroll.

1.6. My registration link stopped working, what should I do?
   - If the initial registration link was used to register the account, it cannot be used afterwards to log in again. Then logging in is done by using an e-mail address or the personally chosen login name and personally chosen password.

1.7. How can I apply for a new password?
   - If you have forgotten your password, you can click "Lost password" to apply for a new password (see screenshots).

1.8. What are the responsibilities of the main contractor towards his/her subcontractor?
   - A main contractor is personally responsible for inviting and following up his/her subcontractors, as well as for delegating assignments to his/her subcontractors.
1.9. Is a main contractor allowed to perform some tasks in the tool on behalf of his/her subcontractor?

- On behalf of his/her subcontractor a main contractor may take care of person qualifications and act as his/her administrator. In this case the following has to be met:
  - E-mail to be sent to the Onyx helpdesk = support@onyxone.com with the request
  - The request has to state the items below:
    - for which subcontractor(s)
    - which person/persons from the main contractor has/have to be able to do this
    - confirmation of the subcontractor’s approval => keep subcontractor or in cc of request or enclose his/her approval in attachment to the e-mail
  - Subsequently Onyx will take the necessary steps => Onyx confirms to the main contractor that it was taken care of and also confirms to what extent the main contractor can manage the subcontractor’s personal qualification.
  - On behalf of the subcontractor, the main contractor then can:
    - see to the personal qualification
    - enter the subcontractor's staff on a delegated assignment

1.10. Can you see whether you already sent a reminder to a particular person?

- You cannot see whether you already sent a reminder.

1.11. Who will receive e-mail notifications when a PQ certificate, for which you perform the administration on behalf of the contractor, expires?

- All admins and managers in a company will receive e-mail notifications.
- If you have also been assigned as manager for a subcontractor (as described above) you will receive the e-mails as well.

1.12. What about an administrative assistant from a house contractor (without SCC) with an administrative assignment for a limited period in an on-site office?

- The contractor enters the person as PQ3 (visitor).
- The contractor asks the prevention department whether this individual may have unaccompanied access to the site in the period of his/her assignment to enter his/her workplace.
- Prevention approves: PREV changes the person to a PQ1’ with internal comment for exception approval (PQ1’ = personal qualification for on-site work without SCC).
- Subsequently (if PQ1’ is completely in order) the contractor can enter the person as normal on the assignment, for the duration of the assignment.
- On the first working day the person has to log in at the OO service desk at Internal Security Entrance B.
- This person has to obtain VHF before receiving a contractor’s badge.

1.13. I need help in completing my company qualification (or personal qualification).

- If you have questions on content concerning your company qualification or personal qualification you can address your questions in the tool by means of a comment to Contractor Management Umicore. If you have technical questions (about the “how”) you can contact the Onyx One helpdesk through support@onyxone.com or click on the Manual link.
2. Company qualification

2.1 My company also has a subsidiary, how should this be treated in OO?

- When a contractor has hived off certain activities to a subsidiary, this subsidiary also has to go through the registration and company qualification in OO.
- Admin will be able to manage both CQs. He/she will receive two separate registration e-mails to complete CQ. However, he/she has to enter the co-workers on the correct CQ; this is done by clicking your name on the top right of the display and by selecting the correct company in the drop-down list.

2.2 What is a Social Security certificate?

- This is an official certificate from the National Social Security Office confirming that the quarterly social security contributions have been paid. This is different in foreign countries.
  - Example Germany
  - Example The Netherlands
  - Example Poland
  - Example Ireland

2.3 Where can I apply for a Social Security certificate?

- Considering this is different in foreign countries, ask info at your local authority or at the tax authority.

2.4 Which document do we expect you to upload under the topic ‘Accidents prevention’?

- The Frequency Rate “Fg” is a measure of the number of accidents at work (with at least 1 day of incapacity for work, not including the day of the accident) during a certain period of time.
- \[ Fg = \frac{\text{total number of accidents at work} \times 1\,000\,000}{\text{number of hours worked}} \]
- Documents to support the frequency rate can be: accident statistics, annual report or accident insurance certificate

2.5 What is a safety policy (SHE Policy)?

- A policy statement indicates that the protection of health, risk prevention, the provision of information and education, the organisation of resources and the promotion of well-being, both of/for own employees and third parties, in a company has a high priority and how this is organised. The safety policy or HSE policy describes a company's attitude, involvement and responsibility with regard to health, safety and the environment.
- Example

2.6 What is an Annual Action Plan?

- The annual action plan (JAP) is the practical elaboration of the global prevention plan. You draw it up within the framework of the dynamic risk management system. In the JAP, you describe in specific terms which concrete actions you will carry out in the coming year in order to eliminate or limit risks in your company. Through this plan you promote safety, health, welfare and the environment in your company.
- Example

2.7 I am a level 1, 2 or 3 prevention adviser, but do not have SCC (Safety Certificate for Contractors). What should I do?

- Obviously, a prevention adviser's diploma is of a higher degree than an SCC certificate.
- You can upload your diploma where you should normally upload your SCC.
2.8 How do I invite a subcontractor?
   - For this, we refer to the manual.

2.9 How can I see whether my subcontractor has already submitted his/her CQ for approval?
   - For this, we refer to the manual.

2.10 How should a self-employed person be set up in OO?
   - A contractor works with a self-employed person:
     ◊ A contractor may invite a subcontractor (“invite contractor” button on dashboard); in this case the contractor has to select the “self-employed” group (group IX).
     ◊ The self-employed person will receive an invitation and this allows him/her to enter a company (the self-employed business). He/she cannot invite additional individuals for Umicore.
     ◊ Via OO support the “self-employed person” can be added under the main contractor, so that the former can be scheduled and assigned to the contractor’s commissions.
   - A subcontractor works with a self-employed person:
     ◊ A subcontractor cannot invite a subcontractor, except for the “self-employed” group (group IX).
     ◊ By means of the invitation the self-employed person will be able to set up and fill in his/her “independent company” (with special CQ). Via OO support the self-employed person will be added under the subcontractor, so that the latter can enter him/her for a particular assignment.

2.11 How can I easily go back to the “OO homepage” from “Your Portal – Umicore”?
   - Click on the arrow on the bottom right of the page and select “Home Onyx One”
   - You will be taken back to the start page.

2.12 I have a specific question about completing the company qualification. Who should I address?
   - If you have questions on content concerning your company qualification or person qualification you can address your questions in the tool by means of a comment to Contractor Management Umicore. If you have technical questions (about the “how”) you can contact the Onyx One helpdesk through support@onyxone.com or click on the step-by-step Manual => button in the left lower corner of the screen.
3. Personal qualification

3.1 What PQ status should I give my employees?

- PQ1 = for an employee who executes work at our site
- PQ2 = for an employee who only comes to execute work in central administration or IS, so who does not actually access the site
- PQ3 = for the C admins or for visitors

3.2 How can I change the PQ status?

- For this, we refer to the Manual (Manual-button at the left bottom of the screen in the tool).

3.3 When can I enter my employees in the tool?

- A contractor may already enter users in his/her own company before the CQ has been approved by UPMR, but they cannot be assigned to the Umicore portal and therefore the PQ for Umicore cannot be completed.
- A contractor’s CQ has to have been approved by UPMR before users can be linked to the UPMR portal.

3.4 How do I enter a team member and do I myself as admin manage his/her PQ?

- For this, we refer to the manual.

3.5 I am getting an error message that the national registration number already exists.

- If you get an error message that the NR number already exists in OO, it means that this person has already been registered for another company.
- In this case you have to send an e-mail to support@onyxone.com. They can adjust this in the background and ensure that the employee is added to your company.

3.6 How do I deactivate a user?

- For this, we refer to the Manual (Manual-button at the bottom left of the screen in the tool).

3.7 Can I change the role of a user?

- You can change the role of a user from ‘Team member’ to ‘Manager’.
- Only upgrade, no downgrade, for this purpose you contact support@onyxone.com.

3.8 Who will receive e-mail notifications when a certificate expires for a PQ for which you ensure the administration instead of the contractor?

- All admins and managers from a company will receive e-mail notifications.
- If you have also been assigned as manager for a subcontractor (as described above), you will receive the e-mails as well.
4. Assignments

4.1 What are the actual types of jobs and what do they entail as regards access to our company?
   • For this, we refer to the manual.

4.2 I do not have an assignment. Who do I contact for this purpose?
   • If no assignment has been created yet in Onyx, you should contact your work planner in Umicore. The work planner will create the assignment so that your staff can login here.

4.3 Can I personally create/change an assignment?
   • A contractor or subcontractor cannot personally create or change assignments. For this purpose you have to contact the work planner in Umicore; he/she will enter this assignment.
   • A subcontractor always receives the assignment via his/her main contractor. The main contractor delegates the assignment to the subcontractor.

4.4 How do I delegate an assignment?
   • For this, we refer to the manual.

4.5 Special cases?
   ➢ Companies with CA/IS services whose employees only work in a CA and/or IS building
     o CQ business qualification CA/IS (=CQ3)
     o Employees in CA:
       ▪ PQ2 for employees working in CA
       ▪ Type of CA job (required because of clearance CA/IS): this is where all personal qualification levels can log on
     o Employees in IS:
       ▪ PQ2 for employees who only work in IS
       ▪ IS job type (required because of clearance CA/IS): all personal qualification levels can log on to it
       ▪ With this clearance, the IS employee also has access to the meeting rooms in CA.
       ▪ In case of need of access to a "glass side" floor => Max. 1 day access by Reception Entrance
   ➢ Companies with CA/IS services of which 1 or more employee have to perform work on site
     o CQ business qualification CA/IS (=CQ3)
     o Employees on site:
       ▪ PQ1/PQ1' for employees on site
       ▪ Type of Normal job for employees working on site
       ▪ Succeeding in safety film
     o Employees in CA/IS:
       ▪ PQ2 for employees who only work in CA/IS
       ▪ Type of CA/IS job for employees working in CA/IS building
       ▪ Sign the security form
     o Employees both site and CA/IS:
       ▪ PQ1/PQ1'
       ▪ Type of job Normal and/or CA/IS job depending on where they have to work (site versus CA and/or IS building)
       ▪ Succeed in safety film
Companies that mainly work on site with a number of employees that **only work in CA/IS**
- CQ business qualification (house) contractor site (=CQ1 or CQ2)
- Employees on site:
  - PQ1/PQ1’ for employees on site
    - Type of Normal job for employees working on site
    - Succeeding in safety film
- Employees in CA/IS:
  - PQ2 for employees who only work in CA/IS
  - Type of CA/IS assignment for employees working in CA/IS building
  - Sign security form
- Employees both site and CA/IS:
  - PQ1/PQ1’
  - Type of job Normal and/or CA/IS job depending on where they have to work (site versus CA and/or IS building)
  - Succeed in safety film

A CA/IS employee must perform work on the site
- Two actions:
  - Personal qualification of the person must change (after all, a PQ2 can only access CA/IS)
    - Ask via contractor.hoboken@eu.umicore.com to convert to PQ1/PQ1’.
  - Normal job (for the site) must be created

A CA/IS employee must participate in a meeting on the site
- Treat as a visitor
- No order needed
- Continuous guidance necessary

A contractor site must carry out work in a CA/IS building
- Job type CA/IS is required to which the PQ1/PQ1’ must be logged in.

A contractor site has a meeting in a CA/IS building.
- No assignment or notification required. Max. 1 day access by reception Entrance A
5. Logins

5.1 Does a transporter also have to be entered via OO?
- Transporters who deliver or collect are not considered as "(sub)contractor executing works on the site", so they do not have to be entered via Onyx One (e.g. someone delivering materials from outside or removing materials externally).
  - They report to gate D and receive a vehicle badge providing single access. Delivery or collection is not considered as executing works.
  - Internal transporters are considered to be contractors, and have to login by means of OO (e.g. someone transporting materials but staying within the site).
  - Exception: a transporter who delivers containers, we consider this as executing works on the site, so they will have to be entered via Onyx One.

5.2 Does an installation technician or repairer have to be entered by means of OO?
- An installation technician arriving to execute urgent intervention/repairs or scheduled/recurrent maintenance to non-Umicore equipment at our site does not have to log in by means of OO. In this case the visitor's procedure applies, since he/she will be accompanied continuously. For this purpose you have to send an e-mail to In-house Security at Entrance B, clearly stating the name of the installation technician + the on-site contact person.
  - If desired, to execute the maintenance/repairs without continuous supervision → possibility to register/qualify via Onyx One.

5.3 Should a visitor be entered?
- At the moment a visitor does not yet have to be logged in by means of the OO tool. This is still done via the old procedure, i.e. the contractor sends an e-mail with the details to In-house Security.
- Visitor = person who has not come to execute works.
- When the visitor reports to gate A/B, he/she has to be collected/guided by a contact person.

5.4 Who should I enter for a weekend assignment?
- All individuals who are going to come to work next weekend have to be logged in on a weekend assignment.

5.5 When should I enter a contractor employee for a weekend assignment?
- Contractors coming to work at the weekend have to be logged in on the weekend assignment every week before Friday 17:00 h.

5.6 Can I change an entry?
- An entry for a contractor employee can be changed at any time by the contractor or subcontractor.
- This can be done by clicking the "edit" button at the entry concerned and adjusting the date accordingly.

More information can be found in the Onyx One manual; click here. This manual will take you through the various steps with the aid of screenshots.
Bestätigung

Die Firma

ist ihrer Verpflichtung zur Zahlung der Sozialkassenbeiträge (Teilnahme an den Sozialkassenverfahren der Bauwirtschaft) sowie der Winterbeschäftigungs-Umlage zur Aufbringung der Mittel für die Förderung der jährlichen Beschäftigung in der Bauwirtschaft

bis heute (Stichtag: 18.09.2017)

nach den uns vorliegenden Unterlagen ordnungsgemäß nachgekommen.

Diese Bescheinigung führt nicht zu einer Haftungsbefreiung von der Bürgerhaftung nach § 14 AEntG.

Mit freundlichen Grüßen

SOKA-BAU
Urlaubs- und Lohnausgleichskasse der Bauwirtschaft
Zusatzversorgungskasse des Baugewerbes AG

i. A.

[Signature]

Verwaltungsrat ULAK
Andreas Schreigl, Vors.
Robert Fegerle, Vors.

Aufsichtsrat ZVK
Dieter Schöffers, Vor.
Frank Dobler

Verband
Großgeolog
Manfred Pucz

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für Winterbeschäftigungs-Umlage

V4.0
Example NSSO The Netherlands

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Datum:
7 maart 2017

Uw kenmerk:
852828601

Kenmerk:
WKA2/201702612

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**Betekent**

Verklaring van betalingsgedrag omzetbelasting, loonbelasting en sociale verzekeringspremies (loonheffingen)

Geachte heer/mevrouw,

Op uw verzoek van 9-3-2017 verklaar ik hierbij dat alle verschuldigde omzetbelasting, loonbelasting en sociale verzekeringspremies (loonheffingen) betaald zijn.

Bij deze verklaring zijn de volgende punten van belang:

- Deze verklaring heeft alleen betrekking op gegevens die op 7 maart 2017 bij de Belastingdienst/Rijnmond /Kantoor Rotterdam bekend waren.
- De Belastingdienst is niet aansprakelijk voor eventuele nadelige gevolgen die voortvloeien uit het gebruik van deze verklaring.
- De inhoud die, op grond van artikel 34 van de Invorderingenwet 1990, aansprakelijk is voor de betaling van de omzetbelasting, loonbelasting en sociale verzekeringspremies (loonheffingen) van de bedrijven, wordt door deze verklaring niet vrijgesteld van zijn aansprakelijkheid.

Hoogachtend,

Belastingdienst /Kantoor Rotterdam

[Signature]

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In uw antwoord datum en kenmerk van deze brief vermelden

Bezoekadres
Laan op Zuid 46
Rotterdam
CERTIFIED — TRUE TRANSLATION FROM POLISH

[The document has been made on the official paper of the Polish Social Insurance Institution (ZUS), with its website address as well as phone and fax numbers in the footer of the page.]

[ZUS, Branch in Opole, Inspectorate in Strzelce Opolskie, ul. Karola Miarki 2a, 47-100 Strzelce Opolskie] -/-

[Below there is a red oblong stamp reading: SOCIAL INSURANCE INSTITUTION, Branch in Opole, Inspectorate in Strzelce Opolskie, ul. Karola Miarki 2a, 47-100 Strzelce Opolskie, -11-] -/-

CERTIFICATE OF NO ARREARS -/-

1. No of certificate: 240871Z/17/00000746 -/-

   Name/Surname and name/Address: [Redacted] -/-

TAX IDENTIFICATION NUMBER (NIP)  -/-
NATIONAL BUSINESS REGISTRY NUMBER (REGON) 011509324 -/-
PESEL [not filled in] -/-
[Redacted] -/-

Identity card* / passport* series and number [not filled in] -/-

NIP and REGON number to be provided, in case of lack of those numbers or lack of one of them — PESEL number or series and number of identity card or passport -/-

3. This is to certify that the petitioner (payer of contributions) is obliged to pay contributions to:

   a) social insurance -/-
   b) Temporary Retirement Fund -/-
   c) health insurance -/-
   d) Employment Fund -/-
   e) Guaranteed Employee Benefits Fund -/-

   does not have arrears as of -/-
   (day) 23 — (month) 08 — (year) 2017 -/-

The certificate is issued at the payer's of contributions request, on the basis of art. 50, sec. 4 and art. 123 of the Act of 13th October 1998 on Social Insurance System (Official Polish Journal of Laws of 2016, item 963, as amended) as well as art. 217 and 218 of the Code of Administrative Proceedings (Official Polish Journal of Laws of 2016, item 23, as amended). -/-

Official stamp and signature of an authorized employee: [in the lower right corner there is an official oblong stamp reading: Head of Department, mgr Małgorzata Piecha: signature illegible] -/-

* delete as applicable -/-
ZUS S-72 -/-

I, Alicja Ossolińska, Certified Translator, entered, under No. TP3211/05, into the register kept by the Minister of Justice, hereby certify the foregoing text to be a true and faithful translation of the copy document produced to me (the document has been scanned and sent via e-mail in .pdf file).

Witness my hand and official seal, Semianowice Śląskie, this 27th day of September, 2017
Reportery Number: 586/2017
Characters: 2 050

[Signature]

Alicja Ossolińska

V4.0
Tax Clearance
Application Result

Tax Clearance Certificate Issued

We confirm that your tax affairs are in order, and you have been issued with a tax clearance certificate.

In order to confirm to a third party that you have a tax clearance certificate, you will need to provide them with your PPSN/tax reference number and the tax clearance access number below.

Applicant Name: [Redacted]
Applicant PPSN/Tax Reference Number: [Redacted]
Access Number: [Redacted]

Please note that in order to retain your tax clearance certificate you need to continue to keep your tax affairs in order. Revenue will review your tax affairs periodically and will rescind your tax clearance certificate if your tax affairs are not in order at any stage.
1. Company policy and strategy for safety, health and environmental protection (SHE)

1.1 Principles

In all the companies of the ......... is the Ensuring of safety and health protection as well as environment protection of utmost priority of our activities in all fields of the company.

Maximum possible safety, optimum health protection, global environmental protection, top quality of our services as well as optimum economics are equal ranking objects of the company.

Our intention is to improve our position in the market as a company by innovation and continuous optimisation of technical and organisational processes. The planning and design of our services according to safety and environmental standards are controlled by a management system applicable to the whole company.

Success in the fields of safety, health and environmental protection requires committed, competent and reliable actions by all employees of the company. Our employees are trained in these fields; however, every person must be an example for safety, health and environmental protection by his/her personal attitude.

Principles of safety, health and environmental protection

Our intent is that all employees comply with the company’s objectives for safety, health and environmental protection in their personal fields of work and implement these in an innovative manner.

Thus we commit ourselves
- To innovative concepts for a permanent development according to safety and environmental standards,
- To a management systems which stipulates, reviews and continues the objectives in the field of safety, health and environmental protection under own responsibility,
- To a concept of dialogue which actively incorporates the opinions and requirements of employees and customers and takes these into consideration in the implementing of the company’s objectives.

All employees of the company shall ensure in their departments -- based on careful planning and correct execution - that the activities of the company do not result in risks for people and environment.

Safety and health protection

Each employee shall – due to his/her personal objectives – contribute in improving SHE. All employees together are responsible for labour safety in their department. They shall strictly comply with the labour safety regulations and instructions.
Our objectives: Prevention of any accident and mutual hazards and illness during work. Thus we commit ourselves,

- To follow the applicable labour safety regulations and rules and to ensure that the employees strictly do the same,
- To make use of the existing management instruments such as praise and criticism,
- To address behaviour which is not in compliance with safety standards, to analyse the causes and to request the employees to change their attitude,
- To make safety and health protection to a subject, to inform the employees and to make regular inspections for compliance with safety standards,
- To inform the employees of labour safety regulations and apply them in relation to the company
- Within the relevant fields of competence – to provide for the necessary technical, organisational, financial and personal conditions to ensure safety and health protection,
- To invest time in the subjects safety and health protection,
- To motivate the employees for behaviour according to safety standards by own exemplary attitude.

Specific attention is paid to the interfaces between man and machine during SHE training programs. Causes of hazards are determined systematically and eliminated by appropriate actions

Environment protection

All employees shall be responsible for the achievement of the environmental targets of the company.

Environmental protection does not only mean to meet the legal or official requirements. Thus all employees are required to initiate actions on own initiative in order to ensure the safe handling of products and wastes.

Safety of equipment

The safety of plants and equipment shall be developed continuously. Each employee is required to actively contribute to this process by own ideas and proposals.

Technical plants shall be designed in such a way that they can be operated safely. Potential risks shall be minimised by proper selection of equipment.

Technical plants and equipment shall be maintained carefully. Safety concepts shall be developed for plant and equipment which may cause particular risks; including regular monitoring and testing.
Beyond installations which are required to safely operate the equipment, technical solutions shall be provided which are used to efficiently prevent failures and hazards.
## Example Annual Action Plan

### Annual targets

Our annual sustainability targets are aligned with our material topics, and defined to support our Sustainability Agenda 2020. We have also integrated the UN Sustainable Development Goals into our annual targets.

<table>
<thead>
<tr>
<th>Target</th>
<th>Performance</th>
<th>Target for 2018</th>
<th>SDG indicator &amp; Categorisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Safety</td>
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<tr>
<td>• New lost-time incident management system implemented globally in major businesses.</td>
<td>Harmonized principles for global incident management defined, system specification done, implementation pending for 2019.</td>
<td>5% reduction in lost-time injury rate (LTI)</td>
<td>GRI 423-2 GRI 102-1</td>
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<tr>
<td>• Reviewed and simplified product compliance management procedures in use globally.</td>
<td>Simplified and harmonized procedures are reassessed and implementation for selected functions has been completed. The remaining will be completed during 2018.</td>
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<td>2. Sustainable offering</td>
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<tr>
<td>• Environmental goods and services (EGS) to account for over 10% of order intake.</td>
<td>EGS accounted for 8% of order intake.</td>
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<tr>
<td>• 20% reduction in CO2 emissions to be achieved through the use of metals-related technologies, compared to industry averages.</td>
<td>25% reduction in CO2 emissions achieved through the use of metals-related technologies.</td>
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<td>• The placing of the water treatment solution to be completed and shipped across the entire water management at all active sites.</td>
<td>Several laboratory scale pilots and four full-scale tests were carried out for customer trials and the offering has been tested. Safety benefits were emphasized.</td>
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<tr>
<td>• Reductions in the use of fossil fuels by a renewable energy solution amounting to 12 MWh and/or by steam boiler amounting to 1 DWH.</td>
<td>Plants ordered in 2015 were under design and construction in 2017, but not yet in operation.</td>
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<td>3. Responsible business practices</td>
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<tr>
<td>• Working conditions to be assessed at all main manufacturing and service sites.</td>
<td>Global working conditions guidelines concerning blue-collar employees to be created and implemented.</td>
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<tr>
<td>• Code of Conduct training for blue-collar employees.</td>
<td>30% of blue-collar employees attended Code of Conduct training.</td>
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<td>• 80% of employees trained in Code of Conduct.</td>
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<td>4. Sustainable supply chain</td>
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<tr>
<td>• Audit to be run globally to cover 10% of key suppliers.</td>
<td>Auditing 25% of key suppliers, globally.</td>
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<tr>
<td>• All key suppliers not certified under ISO 14001 and/or ISO 50001 to be audited on health, safety, environmental, and social aspects.</td>
<td>All key suppliers not certified under ISO 14001 and/or ISO 50001 were audited on health, safety, environmental, and social aspects.</td>
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<tr>
<td>5. Development of our people</td>
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<tr>
<td>• Index improvement of 4% in employee engagement compared to Pulse survey results from 2016.</td>
<td>Employee engagement improved by 14% points.</td>
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<tr>
<td>• Index improvement of 5% in performance engagement compared to Pulse survey results from 2016.</td>
<td>Performance engagement criteria defined and the results tracked quarterly to 2017 results.</td>
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<td>6. Good opportunities and diversity</td>
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<tr>
<td>• Increase in the number of female leaders in senior leadership positions compared to 2016.</td>
<td>The number of female leaders in senior leadership positions did not increase.</td>
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<tr>
<td>• 5% increase in the number of female leaders in senior leadership positions compared to 2016.</td>
<td>2% increase in the number of female leaders in senior leadership positions compared to 2016.</td>
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<td>7. Community involvement</td>
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<tr>
<td>• One new community project started.</td>
<td>Few Sustainability Master Cases learned with University of Heidelberg.</td>
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<tr>
<td>• No target for 2018.</td>
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<td>8. Stakeholder dialogue</td>
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<tr>
<td>• Continuous customer feedback survey to measure our performance per customer relationship, and facilitate a new contract, feedback survey for field service.</td>
<td>Customer feedback surveys were successfully conducted and established as a contractual process.</td>
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<tr>
<td>• No target for 2018.</td>
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<tr>
<td>9. Minimize our own environmental impact</td>
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<tr>
<td>• ISO 50001 certified energy management systems, including energy saving concepts, to be implemented in all locations in 2016.</td>
<td>ISO 50001 was certified in all locations in 2016.</td>
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<tr>
<td>• A new harmonized quarterly global energy consumption reporting system to be created and implemented.</td>
<td>A harmonized energy consumption reporting test was implemented in 2017 and is currently in use covering active locations globally.</td>
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<tr>
<td>• Maintain the same lower level of CO2 emissions from flights per EUR 1 million sales as recorded in 2016.</td>
<td>The emissions from flights per EUR 1 million sales remained at the same level as recorded in 2016.</td>
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</tbody>
</table>

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