

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](#)

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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 person 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?

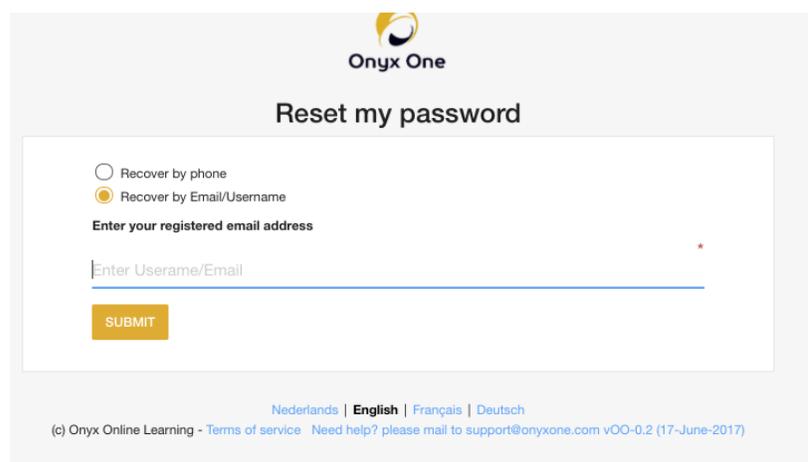
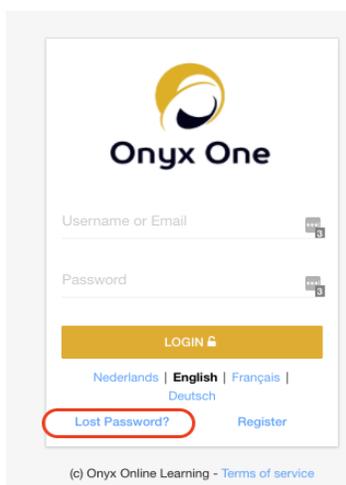
- A contractor employee is entered under the company where he/she is on the payroll.

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 = (total number of accidents at work x 1 000 000) / 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 **sub**contractor, 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

Persoonlijke kwalificatie

PQ1 Contractmedewerker (Werken op site)
PQ2 Contractmedewerker (Werken in CA/IS)
PQ3 Bezoeker

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**
 - CQ business qualification CA/IS (=CQ3)
 - 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
 - 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 A
- Companies with **CA/IS services** of which 1 or more employee **have to perform work on site**
 - CQ business qualification CA/IS (=CQ3)
 - 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 job for employees working in CA/IS building
 - Sign the 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

- 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.

Example NSSO The Netherlands

Belastingdienst

Kantoor Rotterdam

Postbus 100 6400 AC Heerlen

[REDACTED]

Telefoon 0800-0543
Telefax
Afdeling Mkb Mbi Rbi Team 03 - WK
Doorkiesnummer (088) 153 09 02

Datum
7 maart 2017

Uw kenmerk
852828901

Kenmerk
WKA2/201702612

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

Geachte heer/mevrouw,

Op uw verzoek van 6-3-2017 verklaar ik hierbij, dat [REDACTED], BSN/Sofinr. [REDACTED], alle verschuldigde omzetbelasting, loonbelasting en sociale verzekeringspremies (loonheffingen) heeft betaald.

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 inlener die, op grond van artikel 34 van de Invorderingswet 1990, aansprakelijk is voor de betaling van de omzetbelasting, loonbelasting en sociale verzekeringspremies (loonheffingen) van [REDACTED], wordt door deze verklaring niet vrijgesteld van zijn aansprakelijkheid.

Hoogachtend,

Belastingdienst/Kantoor Rotterdam
namens de ontvanger,



In uw antwoord datum en kenmerk van deze brief vermelden

Bezoekadres
Laan op Zuid 45
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-] -/-

Date of issue: 23-08-2017 -/-

CERTIFICATE OF NO ARREARS -/-

1. No of certificate: 240871Z/N17/0000746 -/-
2. Petitioner's information (payer's of contributions): -/-
 Name/Surname and name/Address: [REDACTED] -/-

TAX IDENTIFICATION NUMBER (NIP) [REDACTED] -/-
 NATIONAL BUSINESS REGISTRY NUMBER (REGON) 011509324 -/-
 PESEL [not filled in] -/-
 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. TP/3211/05, 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, Siemianowice Śląskie, this 27th day of September, 2017
 Repertory Number: 586/2017
 Characters: 2 050



Alicja Ossolińska

SHE Guide

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.

SHE Guide

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

Environmental 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.

○ Not achieved ● Partly achieved ● Achieved

Target for 2017	Performance in 2017	Target for 2018	GRI Indicator & relevant SDG
1. Safety			
<ul style="list-style-type: none"> New lost-time incident management system implemented globally in major locations. Reviewed and simplified harmonized product compliance management procedures in use globally. 	<ul style="list-style-type: none"> ● Harmonized principles for global incident management defined; system specification done. Implementation pending for 2018. ● Simplified and harmonized procedures are released and implementation for part of functions has been completed. The remaining will be completed during 2018. 	<ul style="list-style-type: none"> • 5% reduction in lost time injury rate (LTIR) 	GRI 403-2 GRI 416-1 
2. Sustainable offering			
<ul style="list-style-type: none"> Environmental goods and services (EGS) to account for over 90% of order intake. 20% reduction in CO₂ emissions to be achieved through the use of metals-related technologies, compared to industry averages. The piloting of the water treatment solution to be completed and our offering expanded to encompass the entire water management of a mine site. The safety benefits of our dry stacking alternative to be emphasized. Reductions in the use of fossil fuels by renewable energy solutions amounting to 12 MWe and/or by steam boilers amounting to 60 MWh. 	<ul style="list-style-type: none"> ○ EGS accounted for 88% of order intake. ● 22% reduction in CO₂ emissions achieved through the use of metals-related technologies. ● Several laboratory scale pilots and four piloting tests were carried out for customers and the offering has been expanded. Safety benefits were emphasized. ○ Plants ordered in 2015 were under design and construction in 2017, but not yet in operation. 	<ul style="list-style-type: none"> • EGS to account for over 90% of order intake. • 20% reduction in CO₂ emissions to be achieved through the use of metals-related technologies, compared to industry averages. • Successful commercialization of new water treatment solutions and receiving at least two new orders based on this technology. • Waste-to-energy plants delivered by reduce the use of fossil fuels to exceed our annual targets from two previous years combined 	OWN 
3. Responsible business practices			
<ul style="list-style-type: none"> Working conditions to be assessed at main manufacturing and service sites. Code of Conduct training for blue-collar employees. 	<ul style="list-style-type: none"> ● Working conditions self-assessment was carried out at our main manufacturing and service sites. ○ 38% of blue-collar employees attended Code of Conduct training. 	<ul style="list-style-type: none"> • Global working conditions guidelines concerning blue-collar employees to be created and implemented. • 80% of employees trained on Code of Conduct 	GRI 205-2 
4. Sustainable supply chain			
<ul style="list-style-type: none"> Audits to be run globally to cover 10% of key suppliers where a purchase order has been placed recently, for product quality, with supplier development actions planned (or implemented) according to the audit findings. All key suppliers not certified under ISO 14000 and/or ISO 18000 to be audited on health, safety, environmental and social aspects. 	<ul style="list-style-type: none"> ● 21% of key suppliers, where a purchase order has been placed recently, audited for product quality, with supplier development actions planned (or implemented) according to the audit findings. ● All key suppliers not certified under ISO 14000 and/or ISO 18000 were audited on health, safety, environmental and social aspects. 	<ul style="list-style-type: none"> • Auditing 25% of key suppliers globally. 	GRI 204-1 GRI 414-1 
5. Development of our people			
<ul style="list-style-type: none"> Index improvements of 6% in employee engagement compared to Pulse survey results from 2016. Index improvement of 4% in performance enablement, compared to Pulse survey results from 2016. 	<ul style="list-style-type: none"> ● Employee engagement improved by 18%-points. ○ Performance enablement criteria changed and the results are not comparable to 2016 results. 	<ul style="list-style-type: none"> • Index improvements of 4 %-points in employee engagement compared to employee survey results in 2017. 	OWN 
6. Equal opportunities and diversity			
<ul style="list-style-type: none"> 2% increase in the number of female leaders in senior leadership positions compared to 2016. 	<ul style="list-style-type: none"> ○ The number of female leaders in senior leadership position did not increase. 	<ul style="list-style-type: none"> • 2% increase in the number of female leaders in senior leadership positions compared to 2016. 	GRI 405-1 
7. Community involvement			
<ul style="list-style-type: none"> One new community project started. 	<ul style="list-style-type: none"> ● New Sustainability Master Class launched with University of Helsinki 	<ul style="list-style-type: none"> • No target for 2018. 	GRI 413-1 
8. Stakeholder dialogue			
<ul style="list-style-type: none"> Continue with existing feedback surveys to measure our performance per customer relationship, and initiate a new transactional feedback survey for field service. 	<ul style="list-style-type: none"> ● Customer feedback surveys were successfully continued and established as a continuous process. 	<ul style="list-style-type: none"> • No target for 2018. 	GRI 102-43 GRI 102-44 
9. Minimize our own environmental impact			
<ul style="list-style-type: none"> ISO 50001 energy management systems, including energy saving concepts, to be implemented in all locations in A new harmonized quarterly global energy consumption reporting concept to be created and implemented. Maintain the same lower level of CO₂ emissions from flights per EUR 1 million sales as recorded in 2016. 	<ul style="list-style-type: none"> ● ISO 50001 was certified in all locations in ● A new energy consumption reporting tool was implemented in 2017 and is currently in use covering locations globally. ● The emissions from flights per EUR 1 million sales remained at the same level as recorded in 2016. 	<ul style="list-style-type: none"> • Maintain the same lower level of CO₂ emissions from flights per EUR 1 million sales as recorded in 2016. 	GRI 302-4 GRI 305-5 