

# CONTRACTOR MANAGEMENT SYSTEM

## Standard Operating Procedure

### HSEQ MS Element 7 Compliance Procedure

#### Supplier and Contractor Management

Effective Date: 10/14/15

Document Number: HSEQSOP07-001

Rev: 03

**PURPOSE:**

This procedure specifies the mandatory requirements to support implementation and conformance with contractor management requirements in the Rio Tinto management system standard: Element 7 – Supplier and Contractor Management. Located at <https://intranet.riotinto.org/intranets/Copper/Kennecott/Pages/Contractor-management.aspx>

**SCOPE:**

This procedure is triggered by the requirements of the Rio Tinto management system standard and is mandatory for all managed businesses within the Rio Tinto Group whenever service providers are contracted on Rio Tinto's behalf to perform work at a Rio Tinto site / facility or on Rio Tinto owned, controlled or managed property.

**GENERAL DESCRIPTION:**

This process for the management of contractors must follow a consistent approach across the Group that is aligned to *The way we work* and *The Procurement principles*. Such processes must be in conformance with the Rio Tinto management system standard and applicable HSEQ performance standards.

Service providers play a key role in the Rio Tinto organization. HSEQ engagement and expectation setting with service providers are critical activities necessary to align the commitment of service providers and their employees and subcontractors to Rio Tinto's HSEQ vision and values.

This procedure specifies the mandatory requirements that must be met to ensure that effective controls are in place for the management of contractors and the HSEQ risks associated with the use of contractors are effectively managed.

**TERMS**

The definitions for all technical terms within this document are located in the HSEQ definitions database. The HSEQ definitions database is found on the [https://intranet.riotinto.org/dms/RTHQ-HSE/Lists/Definitions\\_Database/All\\_Items\\_C.aspx](https://intranet.riotinto.org/dms/RTHQ-HSE/Lists/Definitions_Database/All_Items_C.aspx).

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**MANDATORY REQUIREMENTS:**

To ensure work is clearly understood, the task or outcome must be clearly defined and documented.

Scope of work must contain as a minimum, the identified HSEQ risks associated with the work to be performed and the expected controls to meet the Rio Tinto HSEQ standards, legal and other regulatory requirements.

**1 Service provider capability assessment & selection**

- 1.1 Businesses must have in place a documented process to support capability assessment of companies proposing to provide services to Rio Tinto. (eg. Pre-bid and or Master Service Agreement).
- 1.2 RTK uses a third party compliance company to collect the required category 2 and 3 contractor and sub-contractor pre-qualification information. The third party collects and tabulates the required information and provides an online summary report. The contractor's "Safety Approval" status is based on specific requirements defined by RTK. Bid submittals will not be considered complete unless all of the requested safety related information is provided.
- 1.3 The assessment process must detail the extent of the qualification(s) required based on the work and the risk associated including:
  - 1.3.1 Verification of the service provider's capabilities to perform the type of work desired through a review of HSEQ performance on projects of similar scale or work scope.
  - 1.3.2 Verification that the service provider has a formal HSEQ system aligned to the intent of the Rio Tinto HSEQ standards.
  - 1.3.3 Verification that the contractor meets all additional requirements specified by the contracting Rio Tinto product group, business or site.
- 1.4 Contractors must be classified into one of three relevant category types, based on the work being performed:
  - 1.4.1 **Category 1 contractors:** Individuals engaged on temporary contracts to work within existing operations that may be filling a role on a temporary basis which is normally filled by a Rio Tinto employee.
  - 1.4.2 **Category 2 contractors:** Companies or individuals engaged for a discrete project which will be carried out in a designated area separate from existing operations.
  - 1.4.3 **Category 3 contractors:** Companies or individuals engaged under contract to carry out specific tasks or provide specified services within existing operations areas.

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- 1.5 Where deviations or exceptions from the assessment process are necessary, they must be approved and signed off by the Rio Tinto senior leader accountable for the site.
- 1.5.1 The Plant GM may authorize a non-approved contractor by completing RTK Safety, Health and Environmental Analysis [Pre-job Checklist](#) document to allow the exception.
- 1.5.2 The following chart is a summary and requirements that apply for each contractor type.

REQUIREMENTS	CAT 1	CAT 2	CAT 3
	Temporary Replacement Personnel	Contractor(s) outside operating areas	Contractor(s) Inside existing operating areas
Approved Contractor		X	X
Proof of Insurance		X	X
SHEA		X	X
Pre-bid Meeting		X	X
Pre-job Meeting		X	<i>If emergency or short duration use the Rio Tinto Kennecott Checklist (available on the RTK CMS Intranet website)</i>
SHEAP		X	X
Hazard training / Site Specific / Safety Orientation	X	X	X
Drug Test	X	X	X

## 2 Assign Rio Tinto leadership

The terms below are Rio Tinto Kennecott (RTK) terminology which rolls up to "Assigned Rio Tinto Leadership." RTK has chosen to utilize the various roles in the RTK organization to assist in managing the Contractor Management Process.

- 2.1 An appropriate business leader must be identified for key service providers engaged by Rio Tinto. The leader is accountable for ensuring that:
- 2.1.1 The service provider's HSEQ performance is acceptable with regard to the work to be undertaken.
- 2.1.2 The effectiveness of the service provider's HSEQ systems and processes in relation to the scope of work.
- 2.1.3 Expectations in relation to key performance indicators is defined and managed with the service provider.
- 2.1.4 Issues are documented and escalated as per the Contractor Management Process (Scoping, Planning and Executing Contract Work (CMP process)).
- 2.2 The responsibilities of the business leader are defined as:
- 2.2.1 **Assigned RTK leadership** is responsible for:

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- 2.2.1.1 Day-to-day management of the contractor an administration of the contract.
- 2.2.1.2 The RTK service requestor (person who identifies the need for contractor services and who has the authority to request the services of a contractor) is responsible for preparing a scope of work including a Safety, Health, and Environmental Analysis (SHEA).
- 2.2.2 **The RTK Plant General Manager** is accountable for:
- 2.2.2.1 Authorizing approved contractor for emergency work.
- 2.2.2.2 Approval of non-approved contractor(s) when qualified contractor(s) are not available to do the work.
- 2.2.2.3 The Permit to Work system is within compliance at their own facility:
- All personnel who operate or use the PTW are trained and competent.
  - An audit process is in place to ensure the system is functioning effectively.
- 2.2.3 **The RTK Contract Administrator / Custodian** are responsible for the administration of the contract including:
- 2.2.3.1 Compliance and implementation of the CMS requirements.
- 2.2.3.2 Ensuring compliance with the RTK Management of Change, HSEQ standards, and Management Systems as required.
- 2.2.3.3 Monitoring the activities of the contractor and completing formal reviews with the contractor that includes safety performance.
- 2.2.3.4 Capturing and acting on safety improvement ideas.
- 2.2.3.5 Action plans will be agreed and documented to correct noted deficiencies.
- 2.2.3.6 Ensure that contractor employees have been given the appropriate Permit to Work training.
- 2.2.3.7 The RTK Contract Administrator will maintain copies of Pre-bid / Pre-job conferences, SHEAs, SHEAPs, audits, and accident investigation reports.
- 2.2.4 **The RTK Field Supervisor** is responsible for:
- 2.2.4.1 Ensuring that the contractor employs an audit process that will ensure that the contractor carries out all safety duties in accordance with the contract and with applicable regulatory requirements.
- 2.2.4.2 Where practical the work area is clearly demarcated.
- 2.2.4.3 Ensuring a Permit to Work system is in compliance.
- 2.2.4.4 The completed Permit to Work is forwarded to the facility record

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storage center / location where they are to remain on file for 2 years or as designated in the RTK Records Retention Schedule

- 2.2.4.5 Verify that the permits are available for inspection at the workplace.
- 2.2.4.6 Monitoring the work to check compliance with the permit conditions
- 2.2.4.7 Reporting and recording all contractor safety incidents, accidents, injuries and near miss incidents
- 2.2.4.8 A copy of the contractor's accident investigation report must be submitted by the end of the shift.
- 2.2.4.9 Reviewing the contractor's accident investigation report and completing a follow-up investigation. A copy of the completed accident investigation must be sent to the RTK Safety Department.
- 2.2.4.10 Providing total man-hours worked for each contractor under his / her jurisdiction to the RTK Safety Department by the last day of each month.
- 2.2.4.11 The RTK Field Supervisor or designee will be the single person responsible for the communication of:
- RTK and contractor(s) during a project
  - The proper RTK personnel must be made fully aware of any issues
  - When contractors are working closely (same area, same equipment, close proximity) with RTK employees
  - Contractor Safety, Health, and Environmental Action Plan (SHEAP) will be discussed in detail with the RTK area supervisor(s)
- 2.2.5 **Global Business Services** (GBS / RTP) is responsible for contracting for services on behalf of RTK. GBS is responsible for:
- 2.2.5.1 Soliciting bids only from contractors that meet RTK/RTP requirements.
- 2.2.5.2 GBS/RTP will ensure contractors performing services are on the RTK prequalified contractor list in accordance with sections 1.5.
- 2.2.5.3 Compiling a contract with general and special terms and conditions.

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2.2.5.4 GBS will ensure that the contractor's safety duties are embedded in the contract. The contract document must contain provisions covering safety including:

- Contractor responsibility to comply with the RTK safety policy, rules and procedures, and all applicable laws. Proof of adequate levels of insurance.
- Indemnification agreement and termination clause or penalties for lack of performance in safety.

2.2.5.5 Implementing the Purchasing Procedures.

2.2.5.6 Purchasing only approved specified materials and products and making no substitutions without approval through Management of Change.

#### 2.2.6 The RTK Qualified Person (Permit to work)

Each Plant by department by area shall identify and train individuals "Qualified Persons" that are authorized to issue a Permit to Work. Authorization shall be valid for a maximum period of one (1) year after which refresher training and re-authorization shall take place. The "Qualified Person" will:

2.2.6.1 Understand the scope of work and facilitate a dialogue to make clear to the person(s) carrying out the job:

- The area hazards and risks
- Critical Risks / Critical Controls
- Process Safety Risks and Controls
- HSEQ standard compliance

2.2.6.2 Conduct a visual inspection of the work site with the contractor personnel unless there is a formal risk assessment in place which shows that a visual inspection is not necessary, or if an initial visual worksite inspection was conducted with the personnel performing the work and the Qualified Person, there have been no significant changes in the worksite, and the job is routine or repetitive in nature.

2.2.6.3 Stress the requirement that the necessary precautions need to be implemented, including isolations, before the work begins.

2.2.6.4 Be trained and properly listed as a Qualified Person.

2.2.6.5 Ensure all people who may be affected by the work are informed before the work begins, when the work is suspended and when the work is complete.

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- 2.2.6.6 Ensure effective arrangements are made for the worksite to be examined on completion of work and as appropriate when work is suspended.
  - 2.2.6.7 Ensure that communications are made to discuss all ongoing or suspended permits with the oncoming permit issuer.
  - 2.2.6.8 Ensure all people who may be affected by the work are informed before the work begins, when the work is suspended, and when the work is complete.
  - 2.2.6.9 Ensure communications are made to discuss all ongoing or suspended permits with the oncoming permit issuer and all changing conditions or process changes that present a known hazard are communicated.
  - 2.2.6.10 Qualified person shall print, sign and date permit releasing work to begin.
  - 2.2.6.11 Upon completion or cancellation of work the qualified person shall sign off in "Qualified Person Acceptance Signature" box at the bottom of the Permit to Work.
  - 2.2.6.12 The completed Permit to Work must remain at the job site until the work is completed and then forwarded to the facility record center/ location where they are to remain on file for 2 years or as designated in the RTK Records Retention Schedule.
- 2.2.7 **The Contractor** is responsible for running a safe job-site and for compliance with all provisions of this standard. The contractor is responsible for:
- 2.2.7.1 Preparing a Safety, Health, and Environmental Action Plan (SHEAP) addressing all issues identified in the Safety, Health, and Environmental Analysis (SHEA).
  - 2.2.7.2 Require each employee to prepare a Personal Zero Harm Plan.
  - 2.2.7.3 Completing a Contractor Control Sheet for all employees that will be performing work on RTK property
  - 2.2.7.4 Conducting job specific training prior to beginning work that will include a review of the SHEAP and pre-job checklist. Verification that the training has been completed must be provided to the Contract Administrator.
  - 2.2.7.5 Reporting immediately all accidents / injuries to the appropriate plant Communications / Control Center and to the RTK Field Supervisor, completing an accident investigation report and submitting a copy by the end of the shift.
  - 2.2.7.6 Providing verification of a Drug Policy.

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- 2.2.7.7 Providing to the RTK Field Supervisor the following documentation as required:
- Accident and injury investigation reports summaries and follow-up.
  - General inspection reports.
- 2.2.7.8 Outside agency inspection reports.
- 2.2.7.9 Records of safety meetings.
- 2.2.7.10 Fully implementing the requirements of the Permit to Work System and ensuring that all employees receive and understand the Permit to Work training.
- 2.2.7.11 Permit precautions are maintained throughout the work activity so that the worker understands that if circumstances change, work must be stopped and advice sought.
- 2.2.7.12 The workgroup stays within limitations set on the permit (physical boundaries, type of work, and duration of permit).
- 2.2.7.13 On completion or suspension of work, the site is left in a safe condition and the "Qualified Person" is informed.
- 2.2.7.14 The contractor is responsible for maintaining all required regulatory records including hazard training, site-specific orientation, emergency procedure drills, all required medical examinations, substance abuse tests; respirator fit test, and all other MSHA / OSHA training as appropriate.

### 3 Mobilization & engagement

- 3.1 There must be agreement and purchase order confirmation by the service provider prior to mobilization that addresses the following elements:
- 3.1.1 HSEQ risk management details relevant to the scope of work e.g. SHEA / SHEAP.
- 3.1.2 Approved Contractor management Process book (CMP Process).
- 3.1.3 Clearly defined roles and responsibilities of Rio Tinto and the service provider.
- 3.1.4 Details and confirmation of induction and competencies required.
- 3.1.5 The contractor must complete a Contractor Control Sheet (through RTK third party compliance company) verifying that within the last twelve (12) months:
- 3.1.5.1 The contractor has performed all required regulatory medical examinations and substance abuse tests and documents will be on-site for verification. Each employee listed on the sheet has where required received a respirator fit test and all other MSHA /



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- OSHA training. Documentation of this training must be available for verification.
- 3.1.6 The Contractor Coordinator is responsible for approving the completed contractor control sheet submitted for scheduling the contractor for Orientation ([See SOP CMSSOP10018 Contractor Orientation Training](#) send to [KUC.Orientation/AccessCards@riotinto.com](mailto:KUC.Orientation/AccessCards@riotinto.com)).
- 3.1.7 The information will be used to create personnel SAP ID number to obtain site access / competencies.
- 3.1.8 Exception form must be signed by the plant GM or designee. Exception are defined as:
- 3.1.8.1 There is an emergency situation (a possible compromise in a safety related system, or there is an imminent shutdown situation which could result in significant loss in production) whereupon a contractor needs to be on-site in relatively short order.
- 3.1.8.2 Logistically because of extensive travel considerations, it makes sense that a contractor can train through the module.
- 3.1.8.3 Exception forms and a detailed process flow map are available on the RTK CMS Intranet Website.
- 3.1.8.4 The completed Contractor Control Sheet will be required before the contractor employee receives a RTK gate pass.
- 3.1.9 Where contractors are working in OSHA regulated areas (designated areas in the Smelter and Refinery) there must be a provision for medical surveillance and a written Compliance Plan (See OSHA Standards CFR 1910.1018 and 1910.1025). The Plan must:
- 3.1.9.1 Establish a written program that includes engineering controls to reduce exposures.
- 3.1.9.2 Contain monitoring data and be updated at least every 6 months.
- 3.2 Details of contractor performance review and the key performance indicators (KPIs) to be assessed are:
- 3.2.1 ERM Scorecard
- 3.2.2 Measurement of the Contractor Management Process (white book)
- 3.3 Prior to the commencement of the scope of works on site the hazards and associated controls must be documented. The contractor(s) performing work must confirm their understanding and agreement to the following:
- 3.3.1 Review and signed copies of the CMP process
- 3.3.2 Consideration made to:
- 3.3.2.1 Critical Risk Management Process
- 3.3.2.2 Process Safety hazards

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- 3.3.2.3 Contractor SHEAP and Risk Assessments reviewed and approved
- 3.4 Signatures acknowledging that all contractor personnel have reviewed contractor management process (white book with controls).
- 3.5 During the execution of work a competent site approved leader must be assigned to manage the contractor's work for conformance.
- 3.6 The responsibility of the site approved leader must be defined and documented to include:
- 3.6.1 Contractor work is appropriately authorized in accordance with the scope of works e.g.: permit to work.
  - 3.6.2 Contractors receive appropriate orientation and induction.
  - 3.6.3 Contractor work areas are clearly defined (and where practicable demarcated).
  - 3.6.4 Contractor work is monitored for conformance.
  - 3.6.5 HSEQ incidents are reported, recorded and investigated.
  - 3.6.6 Accurate collection and reporting of contractor hours and headcount occurs in a timely manner as set by the business.
  - 3.6.7 Contractors receive feedback on their performance and this feedback is recorded in accordance with section 4.

#### 4 Service provider HSEQ performance review

- 4.1 There must be a process for reviewing and recording service provider HSEQ performance which includes:
- 4.1.1 HSEQ Compliance
  - 4.1.2 Quality of Work
  - 4.1.3 Schedule Conformance
  - 4.1.4 Communication
  - 4.1.5 Commercial Accuracy
  - 4.1.6 Business Improvement
  - 4.1.7 Provision for regular feedback to the service provider which recognizes good performance and highlights areas for improvement.
  - 4.1.8 ERM time sheets (comment box)
  - 4.1.9 ERM scorecard (comment box)
- 4.2 For service providers with contract(s) which exceed 12 continuous months HSEQ performance reviews must be conducted on an agreed basis annually
- 4.2.1 Documented review of updated CMP book
- 4.3 For contracts with less than a 12 month engagement or project specific agreements HSEQ performance reviews are to be conducted upon completion of the work or project.
- 4.3.1 ERM Scorecard

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- 4.4 HSEQ performance review information must be maintained and used in future qualification and selection processes within the business.

## 5 SERVICE VENDORS / SUPPLIERS

- 5.1 The following applies to those entering company property that do not fit the definitions of Category 1, 2 or 3 contractors as described in 1.3, 1.4 and are not considered visitors as described in RTK Safety and Health Standard 12.1 Visitor's Policy. This group includes individuals who pick up or deliver materials, short term service workers, employees of equipment manufacturers, or fields or sales representatives all generally referred to as "service vendors or suppliers".
- 5.2 All service vendor and supplier companies that send employees to RTK properties are responsible for the following:
- 5.2.1 Employees comply with all RTK Hazard and site-specific training requirements.
  - 5.2.2 Employees are in compliance with all regulatory training requirements for the service they are to provide and have received all required and appropriate skills training for any task that they are performing. If the specific job assignment is for frequent or extended periods, and potential exposure to hazards, comprehensive training is required that meet all RTK and regulatory requirements
  - 5.2.3 Documentation of all training is available and shall be provided as requested by RTK.
  - 5.2.4 Employees comply with all applicable regulatory standards related to the tasks they are performing.
  - 5.2.5 All employees are competent to understand instructions or warnings in English; bring to the attention of others unsafe conditions or actions; and give adequate verbal warnings of unsafe conditions or actions (unless granted an exception.)
  - 5.2.6 Emergency contact information for each employee entering RTK property is maintained and readily available.
- 5.3 RTK is responsible for the following regarding service vendors and supplier company employees:
- 5.3.1 The RTK Security Officer or designated RTK representative at each plant must provide service vendors or suppliers Plant Hazard Training and issue each person a "Hazard Training" card, which is valid for 12 months. In the event the service vendor or supplier cannot produce the receipt for hazard training, or if training is more than 12 months old, the service vendor or supplier will be required to complete the training and receive a new card.
  - 5.3.2 Security Officers or a designated RTK representative must visually check

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and ensure that service vendors or suppliers are properly equipped with personal protective safety equipment.

- 5.3.3 Employees who are on the site in a service or maintenance capacity must be given training in accordance with their exposure to hazards. If the specific job will not entail exposure to hazards at the facility they need only be given hazard training. The designated RTK representative must ensure that all required site specific training is identified and provided (i.e. site specific driver's license, Process Safety Management (OSHA PSM), respirator requirements etc.)

## 6 DELIVERY PERSONS

- 6.1 Individuals who are briefly on property to pick up or deliver materials. The extent of delivery persons' exposure to facility hazards varies. Comprehensive training is not required if there is no exposure to facility hazards. Delivery persons must receive hazard training commensurate to their exposure to hazards. In addition, they must be trained in the health and safety aspects and safe operating procedures of any machinery or equipment that they are required or allowed to operate while on mine property. (See RTK Delivery Driver Unloading Standard 14.4).

## 7 PURCHASING PROCEDURES

- 7.1 There must be a process to identify and evaluate risks associated with the planned procurement of materials, equipment, services, and labor. This must include an analysis of any downstream implications which may be impacted by the selection.
- 7.2 There must be a procedure, commensurate with the evaluated risk, for receiving, storing, dispatching and transporting of all equipment and materials and a process for evaluating a supplier's ability to provide material, equipment and/or services which meet defined specifications or design criteria. (RTK Safety and Health Standard 14.2 Purchasing Procedures)
- 7.3 This process must be supported by a procedure that specifies the criteria for supplier selection, evaluation and re-evaluation and the rejection of product(s) or material(s).
- 7.4 All materials, equipment, services and labor procured or supplied must meet the required specifications for the control of HSEQ risks associated with their intended use or activity. (Further detail on the procurement process is defined in Rio Tinto *Procurement Principles*)

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- 7.5 An implemented approval system for purchasing materials will require generation of a material number. Materials which do not have an existing material number are considered to be unapproved and purchase of these materials must follow all requirements of RTK Safety and Health Standard 14.2 Purchasing Procedures.
- 7.6 There must be a register of hazardous materials that are approved for use onsite. This register must be maintained to control the purchase and introduction of new materials. All hazardous materials introduced by contractors or visitors must also be included on or evaluated against this register.
- 7.7 Vendors are prohibited from bringing trial or demonstration products which can compromise employee health and safety and / or generate any hazardous waste without the written approval from the RTK Health, Safety and Environmental departments. Trial product testing must only commence upon completion of a Health & Safety Risk Assessment and a MOC. Procurement personnel are not to issue material stock codes for test chemicals. Under no other circumstances is a chemical substance to be brought onsite without prior approval via this process. (See RTK Safety and Health Standard 14.2 Purchasing Procedures)

## 8 TRAINING

- 8.1 Before work begins on any contract, all contractor personnel must be given appropriate orientation and induction training including emergency procedure drills, and attend all required hazard training and site-specific orientation and training.
- 8.2 All contractor companies must assure RTK that they are in compliance with all regulatory training requirements for each worker by certifying that the training has been completed and that the required documentation is available upon demand.
- 8.3 **English Language Requirements** – All Contractor employees must be able to read and speak the English language sufficiently to allow them to:
- 8.3.1 Understand and comply with verbal and / or written safety requirements and instructions, and warning signs and labels.
  - 8.3.2 Understand and be capable of executing emergency notification and emergency management procedures.
  - 8.3.3 Bring to the attention of English speaking employees any unsafe conditions or actions.
  - 8.3.4 Participate in and understand pre-task risk assessments and effectively participate in a RTK Quality Safety Interaction. (explain in English the work they are performing; the risks associated with the tasks and how those risks are being controlled)
- 8.4 **Exemption to English Language Requirement** – Non-English speaking (NES) Contractors may be allowed to perform work at RTK if they receive an exemption

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in accordance with the requirements of this paragraph. Exemptions may be requested when English speaking workers with the required skill set are not available through normal channels and the use of non-English speaking workers will not compromise HSE requirements.

- 8.5 **NES exemption request** - The RTK Contract Administrator is responsible for requesting the exemption by completing a RTK Level 1 on-line Risk Assessment including all HSE aspects (i.e. number of people involved, number of bi-lingual employees required, exposures, safety controls etc.)
- 8.5.1 The NES exemption request must include the following:
- 8.5.1.1 Date / Plant / Location / Scope of Work
  - 8.5.1.2 Name of Contracting Company
  - 8.5.1.3 Name of NES Contractor/s
  - 8.5.1.4 Relevant language
  - 8.5.1.5 Proposed date / duration of tasks
  - 8.5.1.6 Verification of Minimum NES Safety Controls (attach documentation)
  - 8.5.1.7 Risk Assessment (Level 1)
- 8.6 **Minimum Non English Speaking (NES) Safety Controls.** As a minimum, the following NES safety controls must be applied to any NES Contractor working at RTK.
- 8.6.1 Training - The contractor must provide training to the NES contractor in the relevant non-English language including:
- 8.6.1.1 RTK Orientation information and all plant and task specific RTK and / or regulatory training.
  - 8.6.1.2 Validation of participant's knowledge will be demonstrated by achieving passing score on required test.
  - 8.6.1.3 Documentation to verify training must be available.
- 8.7 **Bi-lingual contractor employees** - There will be an adequate number of bi-lingual contractor employees assigned with the non-English speaking workers at all times, also bi-lingual HSE representatives may be a required full-time position depending on the job scope and Risk Assessment.
- 8.8 The exemption must be:
- 8.8.1 Completed and signed by the RTK Contract Administrator;
  - 8.8.2 Reviewed and signed by a Plant Safety Advisor;
  - 8.8.3 Reviewed and approved by the Plant GM/M.

## REFERENCES

KUC Safety and Health Standard 10.1, Hazard Communications  
 KUC Safety and Health Standard 12.1 Visitors Policy  
 KUC Safety and Health Standard 14.2 Purchasing Procedures

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KUC Safety and Health Standard 14.4 Delivery Driver Standard  
 KUC Safety and Health Standard 16.2 Confined Space Entry  
 KUC Safety and Health Standard 16.4 Cranes and Hoists  
 KUC Safety and Health Standard 16.5 Aerial Lifts and Platforms  
 KUC Safety and Health Standard 16.7 Scaffolds  
 KUC Safety and Health Standard 16.12 Isolation  
 KUC Safety and Health Standard 16.20 Fall Protection,  
 KUC HSEC MS Element 11 Management of Change  
 OSHA Standards CFR 1910.1018 and 1910.1025  
 Rio Tinto HSEC MS Element 7 Supplier and Contractor Management  
 RTK Contractor Management System (CMS) – Located on the RTK Intranet Website  
 RTK SOP CMSSOP10018 Contractor Orientation Training  
  
 Rio Tinto Contractor Management Work Cycle  
 RTK Records Retention Schedule <http://RTKsites/RTKim/>

#### REVISION HISTORY

MOC#	Description of Change	Prepared By	Date
19753	Document creation to align with Rio Tinto HSEQ MS Element 7. The changes incorporate requirements from the existing KUC H&S Standard 14.1 which will be eliminated.	HSEQ MS Element 7 Champion and Custodians KUC Safety and Health Standards Committee	08 / 12
30409	RTK HSEQ Element 7 - Compliance Procedure Supplier and Contractor Management updated to meet Group Procedure Contractor Management (HSEC-C-02)	Contractor Management	10 / 15
30409	Requirement for Tool Check list has been removed to align with RTK Standard and Audit protocol	Contractor Management	10 / 15

## Rio Tinto Kennecott

# CONTRACTOR MANAGEMENT SYSTEM Standard Operating Procedure

Effective Date: 10/15

Document Number: HSEQSOP07-001

Rev: 03

Exhibit A

RIO TINTO KENNECOTT

### PERMIT TO WORK

Rev 9 – 08/15

Originated By: (Print Name Below)		Qualified Person: (Print Name Below)		Qualified Person: (Signature Below)		Date and Time Issued:		AM PM			
Equipment Number / Description:				Work Area / Specific Location:							
Lockout Box / Board:				Work Order / PO Number:							
Work Description:											
Contractor Name and Phone #:					Contractor Supervisor:						
<b>PRE-JOB REVIEW</b>											
1. Has a visual inspection of the worksite been performed by a Qualified Person and the contractor or designated RTK maintenance personnel? <b>NOTE:</b> A visual inspection may be omitted based on the judgment of the Qualified Person if: - There is a formal risk assessment which shows that a visual inspection is not necessary, or - An initial visual worksite inspection was conducted with the personnel performing the work and the Qualified Person, there have been no significant changes in the worksite, and the job is routine or repetitive in nature.								<input type="checkbox"/> Yes		Not Required <input type="checkbox"/>	
2. Has a conversation taken place about the hazards associated with the work prior to starting the work?								<input type="checkbox"/> Yes		<input type="checkbox"/> No	
3. Did the Qualified Person and contractor personnel review the TRACK CARD prior to beginning the work?								<input type="checkbox"/> Yes		<input type="checkbox"/> No	
4. Should a safety, health, and / or environmental representative be involved in this work?								<input type="checkbox"/> Yes		<input type="checkbox"/> No	
<b>If items 2 or 3 are marked "No" do not proceed with the work. Consult the appropriate Area Supervisor.</b>											
<b>EMERGENCY NUMBERS (All incidents must be reported through the Plant emergency notification system)</b>											
<input type="checkbox"/> Mine 569-6211		<input type="checkbox"/> Copperton 569-6911		<input type="checkbox"/> Smelter 569-6499		<input type="checkbox"/> Refinery / MAP 569-6722		<input type="checkbox"/> Power Plant 569-6622		<input type="checkbox"/> Tailings 569-7911	
<b>AREA –Check those that apply (Required to be completed before works begins)</b>											
<b>Equipment Condition</b>		<b>Pressurization</b>		<b>Isolation</b>		<b>Electric Power</b>		<b>Preparation</b>			
<input type="checkbox"/> In service		<input type="checkbox"/> Pressurized		<input type="checkbox"/> Lock and Tag		<input type="checkbox"/> Breaker Locked Out		<input type="checkbox"/> Water Washed			
<input type="checkbox"/> Out of Service		<input type="checkbox"/> Bleeds Open		<input type="checkbox"/> Block / Blind		<input type="checkbox"/> Fuses Removed		<input type="checkbox"/> N <sub>2</sub> Purged			
<input type="checkbox"/> Product in Line		<input type="checkbox"/> Vented		<input type="checkbox"/> Valved		<input type="checkbox"/> Grounded		<input type="checkbox"/> Steam Purged			
<input type="checkbox"/> Drained		<input type="checkbox"/> Ventilation Required		<input type="checkbox"/> Other		<input type="checkbox"/> Other		<input type="checkbox"/> No Purge Required			
<input type="checkbox"/> Other:		<input type="checkbox"/> Other or non applicable		<input type="checkbox"/> Not Required		<input type="checkbox"/> Not Required		<input type="checkbox"/> Other:			
<b>POSSIBLE HAZARDS and PRECAUTIONS (Required precautions must be reviewed with workers before work begins)</b>											
<input type="checkbox"/> Hot Surfaces / Burns		<input type="checkbox"/> Carbon Dioxide		<input type="checkbox"/>		<input type="checkbox"/> Oxygen Depletion		<input type="checkbox"/> Barricade Area			
<input type="checkbox"/> Toxic gases		<input type="checkbox"/> Hydrogen Sulfide Gas		<input type="checkbox"/>		<input type="checkbox"/> Oxygen Enrichment		<input type="checkbox"/> Proper Warning Signage			
<input type="checkbox"/> Caustics		<input type="checkbox"/> Sulfur Dioxide Gas		<input type="checkbox"/>		<input type="checkbox"/> Radiation Device		<input type="checkbox"/> Fire Protection			
<input type="checkbox"/> Acid		<input type="checkbox"/> Sulfur Trioxide Gas		<input type="checkbox"/>		<input type="checkbox"/> Pinch Points		<input type="checkbox"/> GFCI			
<input type="checkbox"/> Regulated Process Dust		<input type="checkbox"/> Arsine Gas		<input type="checkbox"/>		<input type="checkbox"/> Avoid Skin Contact		<input type="checkbox"/> Arc Flash / Shock / Electrocutation			
<input type="checkbox"/> Trips / Falls/Slippery Surfaces		<input type="checkbox"/> Carbon Monoxide		<input type="checkbox"/>		<input type="checkbox"/> Steam		<input type="checkbox"/> Blasting			
<input type="checkbox"/> Haul Roads Kress / Mine		<input type="checkbox"/> Ammonia Gas		<input type="checkbox"/>		<input type="checkbox"/> Access Road Condition		<input type="checkbox"/> High Voltage Trail Cable			
Other known potential hazards not identified above: (describe)											
<b>REQUIRED PERMITS (To be completed before work begins)</b>											
<input type="checkbox"/> Confined Space		<input type="checkbox"/> Excavation		<input type="checkbox"/>		<input type="checkbox"/> Hot Work		<input type="checkbox"/> Personnel Hoisting			
<input type="checkbox"/> Working at Heights		<input type="checkbox"/> Close Proximity		<input type="checkbox"/>		<input type="checkbox"/> Fire Protection Impairment		<input type="checkbox"/> Jumper			
<input type="checkbox"/> Scaffold		<input type="checkbox"/> Crane Critical Lift		<input type="checkbox"/>		<input type="checkbox"/> Line Break		<input type="checkbox"/> Permit to Unload			
<b>ADDITIONAL PERSONAL PROTECTION EQUIPMENT REQUIREMENTS</b>											
<input type="checkbox"/> Chemical Resistant Clothing		<input type="checkbox"/> Heat Resistant Clothing		<input type="checkbox"/>		<input type="checkbox"/> Gloves		<input type="checkbox"/> Fall Protection			
<input type="checkbox"/> Hearing Protection		<input type="checkbox"/> Goggles / Face Shields		<input type="checkbox"/>		<input type="checkbox"/> Respirator		<input type="checkbox"/> Coveralls, Sleeves / Hoods			
<input type="checkbox"/> Other:											
<b>WORKER REVIEW and ACCEPTANCE - I have been instructed as to the conditions of this permit and I am adequately trained to perform this work.</b>											
	Print Name			Signature			Date				
1											
2											
3											
4											
5											
Note: If additional space is required for authorized personnel, an additional roster sheet may be attached to the permit.											



<b>CONTRACTOR MANAGEMENT SYSTEM</b>		
<b>Standard Operating Procedure</b>		
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**SHIFT CHANGE INSPECTION/ACCEPTANCE** - Work conditions are at the date and time of issue. Contractor personnel must verify the conditions and apply designated safeguards for their own protection. RTK shall monitor the work site on a regular basis. If the permit extends to the next shift, it must be reevaluated at the work site for accuracy at the beginning of each shift. This permit is **void** if work or scope conditions change.

Date	Shift	Time	Any Change in Conditions or Work Scope? <sup>(1)</sup>	Checklist	Contractor Acceptance <i>(Print Name and Sign)</i>	RTK Acceptance <i>(Print Name and Sign)</i>
		AM		<input type="checkbox"/> Area Demarcated <input type="checkbox"/> Permit Posted <input type="checkbox"/> Permit Compliance <input type="checkbox"/> No Incidents <input type="checkbox"/> Safety Improvements		
		PM		<input type="checkbox"/> Area Demarcated <input type="checkbox"/> Permit Posted <input type="checkbox"/> Permit Compliance <input type="checkbox"/> No Incidents <input type="checkbox"/> Safety Improvements		
		AM		<input type="checkbox"/> Area Demarcated <input type="checkbox"/> Permit Posted <input type="checkbox"/> Permit Compliance <input type="checkbox"/> No Incidents <input type="checkbox"/> Safety Improvements		
		PM		<input type="checkbox"/> Area Demarcated <input type="checkbox"/> Permit Posted <input type="checkbox"/> Permit Compliance <input type="checkbox"/> No Incidents <input type="checkbox"/> Safety Improvements		
<b>WORK COMPLETION or CANCELLATION</b>						
Have all isolation devices used for the work, including locks, tags, blanks, blocks, and other mechanisms of energy control been removed? YES <input type="checkbox"/>						
Have all materials and equipment used for the work been removed, and acceptable levels of housekeeping restored? YES <input type="checkbox"/>						
Completion or Cancellation Date:					Completion or Cancellation Time:	
					AM PM	
If cancelled, provide reason:						
Contractor Acceptance Signature:						
Qualified Person Acceptance Signature:						

**(Back of Permit)**

Permit will be posted at work site until work is complete or a new permit is issued. This permit must be reviewed every shift or if a change in conditions or work scope has occurred. Expired permit must be sent to the Contract Administrator. The maximum duration of the permit is 24 hours.

If changes in conditions or work scope exist, then a permit must be reissued. A modified **SHEAP** and **Management of Change** may be applicable.

**The purpose of the Permit to Work System is to:**

- Provide for the proper authorization of contractor work and the identification of responsible personnel.
- Provide for a dialogue between the Qualified Person and contractor to make clear to the person(s) carrying out the job the hazards and risks involved and precautions to be taken to control the hazards and minimize risks.
- Ensure that the person responsible for an area of the facility is aware of all work being undertaken in their workplace.
- Assure that the equipment or system has been properly prepared for the corresponding task.
- Assure that operating personnel understand when the work is complete, the extent and effect of repairs, and that the repair is acceptable and safe for operation.

**The Qualified Person who issues the permit will:**

- Understand the scope of work and facilitate a dialogue to make clear to the person(s) carrying out the job, the hazards and risks involved and precautions to be taken to control the hazards and minimize their risks.
- Conduct a visual inspection of the work site with the contractor personnel unless there is a formal risk assessment in place which shows that a visual inspection is not necessary, or if an initial visual worksite inspection was conducted with the personnel performing the work and the Qualified Person, there have been no significant changes in the worksite, and the job is routine or repetitive in nature.
- Stress the requirement that the necessary precautions need to be implemented, including isolations, before the work begins.

# CONTRACTOR MANAGEMENT SYSTEM

## Standard Operating Procedure

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- Be trained and properly listed as a Qualified Person.
- Ensure all people who may be affected by the work are informed before the work begins, when the work is suspended and when the work is complete.
- Ensure effective arrangements are made for the worksite to be examined on completion of work and as appropriate when work is suspended.
- Ensure that communications are made to discuss all ongoing or suspended permits with the oncoming permit issuer.

**Contractor Supervisors will ensure that:**

- They have received training in the Permit to Work System and the people working for them have received adequate instruction on the system.
- Permit precautions are maintained throughout the work activity so that the worker understands that if circumstances change work must be stopped and advice sought.
- The workgroup stays within limitations set on the permit (physical boundaries, type of work and duration of permit).

**Individuals working within the permit to Work System will ensure that:**

- They do not start any work requiring a permit, until it has been properly authorized and issued.
- They have received instruction and have a good understanding of the permit to Work System at the workplace where the work is occurring.
- They do not start any work they suspect requires a permit, until it has been properly authorized and issued or confirmation gained that a permit is not required for the planned scope of work.
- They receive a briefing from the Qualified Person on the particular task and they understand the hazards and the precautions to be undertaken.
- On completion or suspension of work the site is left in a safe condition and the Qualified Person is informed.