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İşin Adı : Mersin-Adana-Osmaniye-Gaziantep Yüksek Standartlı Demiryolu Hattı  
The Name of the Job : İnşaatı ile Elektromekanik Sistemlerinin Temini  
Construction of Mersin-Adana-Osmaniye-Gaziantep Hight Standard Railway Line With Supply Of Electromechanical Systems

Rapor Adı : SUBCONTRACTOR MANAGEMENT  
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## 1. PURPOSE

The purpose of this procedure is in line with Ronesans HSE policy, Ronesans Holding A.Ş. and Group Companies operating in Mersin-Adana-Osmaniye-Gaziantep High Standard Railway Project, determining the qualification criteria of the sub-contractors to which part of the work and the construction of a part will be given, selection, mobilization, management in the field and establishment of a system for performance evaluation.

## 2. SCOPE

This procedure covers all subcontractors and subcontractors of subcontractors who will work on the Mersin-Adana-Osmaniye-Gaziantep High Standard Railway Project, either temporarily or permanently.

## 3. IMPROVEMENT

Persons who detect ambiguity and inconsistency in this document can report their requests and suggestions using the "User Feedback Form" in the APPENDIX A.

## 4. REFERENCES

The content of this document has been developed to determine the minimum requirements for Ronesans Holding and all affiliated Group Companies; It can be developed according to the legal regulations of the working area, employer expectations and international standards.

- OHSAS 45001:2018, Occupational Health and Safety Management System
- ISO 9001:2015 Quality Management System

## 5. RESPONSIBILITIES

### 5.1. Project Management / Section Chiefs

Project/Business Management is responsible for the implementation of this procedure in all worksite activities and ensuring that the subcontractors it works with work in accordance with this procedure. Project / Business Management is also responsible for the following;

- Appointing a Project Management representative for the management of the relevant subcontractor,
- To ensure that Ronesans HSE policy is transferred to the subcontractor,
- To ensure that the main activities of the subcontractor are evaluated in terms of HSE,
- To ensure that HSE is handled during the prequalification process of the selected subcontractors during the project, and to ensure that the relevant documents are forwarded to the subcontractor,
- During the pre-qualification phase, providing the inspections of the application samples at the sample sites of the subcontractor when necessary,
- Organizing kick-off meetings to be attended by the project managers responsible for the subcontractor and the HSE group in the pre-mobilization / mobilization processes,
- Approving the subcontractor's HSE plans,
- Evaluating the subcontractor organization in terms of HSE,
- Conducting the subcontractor mobilization audit and evaluating the adequacy in terms of HSE as "appropriate/not appropriate",

- Evaluating the HSE performance of the subcontractor regularly during work and at the end of the project,
- Monitoring whether the subcontractor implements the HSE plans in the field,
- Cessation of unsafe subcontracting activities,
- The section chief / engineers responsible for the subcontractor participate in the subcontractor toolbox (on-the-job safety talks) and field inspections and walks at specified intervals,
- notifying the subcontractor of additional applications needed in terms of HSE and monitoring the application.

## 5.2. Group Company Headquarters HSE Unit

The Group Company's Central HSE Unit is responsible for controlling the implementation of these procedures in the project in which the Group Company operates, during the general audits it carries out, and reporting it to the Group Company Senior Management. Group Company Headquarters HSE Unit is also responsible for

- Reviewing the subcontractor HSE contract content and articles and giving feedback to the Central Department/Responsible for Subcontractor Contracts,
- Within the scope of the pre-qualification assessment, if necessary, pre-contract, inspect subcontractor sites and service areas.
- examining the documents in the tender and pre-qualification processes and in this context, giving an opinion to the Central Department/Responsible for Subcontractor Contracts.

## 5.3. HSE Manager/Supervisor

The Project HSE Manager/Chief is responsible for controlling the implementation of the procedure in the project/enterprises and reporting it to the Group Company HSE Unit. Project HSE Manager/Supervisor is also responsible for the following:

- Reviewing the contract content and evaluating its suitability during the subcontracting contract phase,
  - Inspecting sub-contractor sites and service areas before the contract, if necessary, within the scope of the pre-qualification assessment,
  - Participating in subcontractor project kick-off meetings,
  - Reporting to the Group Company Central HSE Unit and Project Management by following the subcontractor's practices in the field,
  - Pre-mobilization – conveying Ronesans HSE expectations to subcontractor representatives during the mobilization process and providing training on main procedures,
  - During the work and at the end of the work, the subcontractor HSE performance evaluation process
- (Annex-D) is responsible for providing performance information to the management for the relevant subcontractor.

## 5.4. Headquarter E&S Manager:

Responsible for managing infrastructure and superstructure projects regarding environmental and social governance issues and member of the Executive E&S Committee on behalf of the REC.



### 5.5. PIU (Project Implementation Unit)

- **PIU Physics Engineer** who is responsible for supervising health and safety for the Project.
- **PIU Department Manager (Superstructure / Civil Engineer)** will be responsible for overseeing the implementation of all health, safety and social measures, as specified within the disclosure package of the Project, and regular reporting to AYGM PIU.
- **PIU Department Manager (Expropriation Coordination Personnel)** will be responsible for overseeing the implementation of the RAP, livelihood and PR5 matters in relation to expropriation supporting the monitoring of the RAP and appointing the external RAP monitoring consultant. Responsible for overseeing the implementation of the SEP and supervising the activities of the Contractor's Expropriation Specialist

### 5.6. Executive Environmental and Social Management Committee

- **Executive E&S Committee Project Manager** (Department Head / Branch Manager /Head of Department) will be ultimately responsible for overseeing the activities undertaken by the AYGM/TCDD specialists (listed below), overseeing the implementation of mitigation measures and management procedures specified within the disclosure package of the Project, and overseeing the preparation and implementation of a CESMP, which will be based on this ESMP.
- **Executive E&S Committee Environmental, Health and Safety, and Social (EHSS) Manager** (Specialist / Engineer) will be responsible for overseeing all matters that relate to environment, health, safety and social aspects of the Project. Also, s/he will be appointed to be responsible for supporting the implementation of the SEP, by conducting regular consultation with affected communities on any concern regarding the Project. CLOs will also have responsibility for disseminating the Project disclosure package as described in the SEP. They will also conduct regular inspections of records relating to grievances received and their resolution. S/He will report regularly to AYGM PIU.

Further technical staff may be required during the course of the Project, who will be assigned internally by the AYGM, either by means of permanent or temporary basis until the completion of relevant tasks under the Project whilst they undertake their current responsibilities.

## 6. DEFINITIONS AND ABBREVIATIONS

**HSE:** Occupational Health and Safety and Environment

**Group Companies:** RHI/RET, RTU, MEA, RTE, REC, RC, RSY, RMI, RGY, ROY, OPG, REN, DESNA,

**ILO (International Labour Organization):** International Labour Organization

**EN (European Norms):** European Norms

**Project:** MAOG (Mersin-Adana-Osmaniye-Gaziantep) High Standard Railway Project

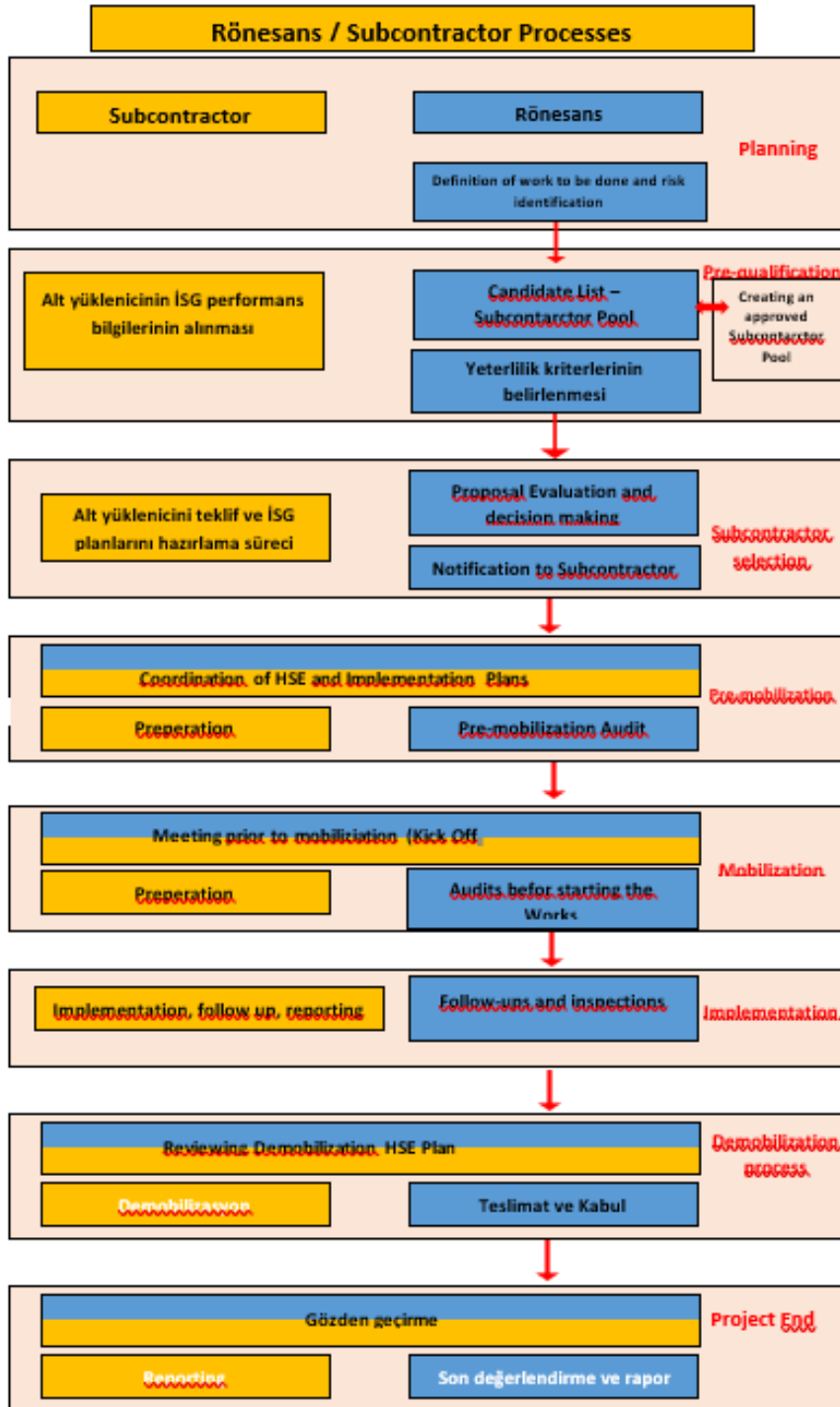
**Project Management:** Depending on the organizational structure established in the project, it represents the manager responsible for the entire project and/or its subordinates. (In Projects and Businesses, the most organizationally authorized person or his/her representative)

**Sub-Contractor:** They are natural or legal persons or institutions and organizations without legal personality that undertake the construction and/or execution of part or all of the work/service under contract in the project undertaken by the Holding and Group Companies.

### SUBCONTRACTOR MANAGEMENT PROCEDURE

**Responsible Manager/Supervisor:** The manager/supervisor responsible for the execution of the work. If the work is under the management of a subcontractor, the Holding and/or Group Company manager/supervisor responsible for the subcontractor, Project Section and Section Chiefs, Site Chief or Project Manager.

## 7. IMPLEMENTATION



## 7.1. Planning the Work to be Subcontracted

While considering the risks in terms of HSE in the planning of the works to be performed by the subcontractor, the main topics are; the type of work, the size of the work and the HSE risks within the scope of the work. These identified main risks determine the strategy that REC will create in terms of HSE in subcontractor management and the HSE programs that will be requested from the subcontractor. In addition, this risk level determines the level of HSE preparations in the subcontractor's mobilization process and the procedures that the REC should implement.

The main topics to be considered when considering the risks of the subcontractor in terms of HSE:

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of Work                          | <ul style="list-style-type: none"> <li>• Level I: Main Construction / Service Activities<br/>Earthworks, Ground Works, Cladding Works, Rough Construction Works, Fine Works, Mechanical Works, Electrical Works, Landscape Works, Pipe Production Workshops, Elevator Installation Works, Operation Maintenance and Repair Services, Commissioning, etc.</li> </ul>                                                              |
|                                       | <ul style="list-style-type: none"> <li>• Level I: Ancillary activities / Risky Support Processes<br/>Assembly-disassembly works of the facilities required for the production of materials to be used in construction,<br/>Some mobilization and demobilization works (Prefabricated works etc.)<br/>Some preparatory work (Rock cleaning, etc.)<br/>Catering Services<br/>Organization, sales and marketing services</li> </ul> |
|                                       | <ul style="list-style-type: none"> <li>• <b>Level III: Support Processes</b><br/>Kitchen services (Tea stove)<br/>Ambulance services<br/>Cleaning and janitorial services<br/>Security services<br/>Spraying services<br/>Prefabricated works<br/>Repair-Maintenance works<br/>Personnel services</li> </ul>                                                                                                                     |
| Work Site                             | <ul style="list-style-type: none"> <li>• In-project</li> <li>• Out-project)</li> <li>• Social facilities (camping, dining hall, etc.)</li> </ul>                                                                                                                                                                                                                                                                                 |
| Impact of the Activity on the Field   | <ul style="list-style-type: none"> <li>• High (H<sub>2</sub>S, high chemical use, energizing, asbestos, pressure, fire, explosion, chemical discharge, emission, radiation, etc.)</li> <li>• Medium (Dust formation, )</li> </ul>                                                                                                                                                                                                |
| Potential Risks to Employees          | <ul style="list-style-type: none"> <li>• High risk</li> <li>• Medium risk</li> <li>• Low risk</li> </ul>                                                                                                                                                                                                                                                                                                                         |
| Potential Event / Impact of Accidents | <ul style="list-style-type: none"> <li>• Major risk to the environment and human</li> <li>• Work delay</li> <li>• Quality issues</li> <li>• Loss of reputation</li> <li>• Major legal penalties</li> </ul>                                                                                                                                                                                                                       |

When analyzing risks in subcontracting activities, the Risk Assessment Matrix described in the MAOG-RECU-GN-GNL-IS-GNL-PRG-0002-0 Hazard and Risk Management Procedure should be used.

The processes that Sub-Contractors must be subjected to according to their classes are given in the table below – Table 1. For processes that are not required, the decision will be made by the Group Company Management and Project Management. All subcontractors will be assessed at “Level 1” for activities assessed as “high” risk.

Table 1.

| PROCESS                         | SUBCONTRACTOR CLASSIFICATION |              |           |
|---------------------------------|------------------------------|--------------|-----------|
|                                 | Level I:                     | Level II     | Level III |
| Risk Assessment & Planning      | G                            | G            | G         |
| Pre-Qualification               | G                            | O            | O         |
| Subcontractor Selection         | G                            | O            | O         |
| Pre-Mobilization                | G                            | G            | O         |
| Mobilization                    | G                            | G            | O         |
| Application, Monitoring         | G                            | G            | O         |
| Demobilization                  | G                            | G            | O         |
| Project Completion & Evaluation | G                            | G            | O         |
| G = Required                    |                              | O = Optional |           |

## 7.2. Pre-Qualification Process (Identification and Informing of Subcontractors for Bids)

Candidate subcontractors for Projects/Businesses and related scopes of work are selected by considering the "Subcontractor Pool", if possible. Subcontractor Database; It contains detailed information about the fields of activity, completed projects, contact information and past performances of the subcontractors we have done business with before.

Candidate subcontractors not included in the database are also considered within the scope of this procedure.

Coordination with subcontractors throughout the bid process, collection of relevant documents and transmission to the subcontractor, organization of HSE meetings are managed by the Central Department/Responsible for Subcontractor Contracts to be appointed by the Group Company's Headquarters Management.

This division/responsible must provide the subcontractor with the information needed to inform the bidding subcontractors (primarily for Levels I - II and the high risk Level III) of their HSE expectations.

The level and scope of this information may vary depending on the size and risk level of the work to be done.

APPENDIX A Subcontractor Preliminary Evaluation Questionnaire is presented to the subcontractors and information is collected in order to obtain preliminary information about the past HSE performances and current systems of the subcontractors.



The following sample documents can be used for information to be provided to subcontractors during the tender preparation process.

- Technical information about the project and the scope of work; administrative and technical specifications, work schedule, quantity if any, and similar technical documents,
- REC HSE policies and company procedures and specifications to be followed during contract execution,
- Relevant HSE hazard and risk analyzes,
- Training and certification requirements,
- Subcontractor HSE structure and personnel requirements,
- Requirements for HSE Plans and construction methods,
- Common area work and associated risks that may be related to other subcontractors and activities,
- Subcontractor contract draft,
- APPENDIX A Subcontractor Preliminary Evaluation Question List,

### 7.3. Evaluation of Bids

First of all, the evaluation of subcontractors in terms of HSE for "Level I and II" activities should be done by considering the following criteria, including but not limited to:

- a. Accident history and performance with injury, damage to property/equipment, or environmental impact
- b. History and performance of sanctions due to legal compliance, violation of legislation and laws
- c. Occupational health, safety and environmental culture, behavior, management's attitude and company reputation
- d. Operational controls provided by OH&S policies, management systems and procedures, and in particular evidence of management systems such as ISO 9001, ISO 14001, ISO 45001 or other awards and certifications
- e. The organizational structure to manage the HSE issues related to the works within the scope of the contract,
- f. Availability of human, financial and physical resources required for HSE management
- g. Competence of subcontractor personnel and having the necessary information, instructions and training
- h. Quality, specifications, control and maintenance of work equipment

Evidence or documents of information submitted by the bidder should be provided by the bidder upon request.

Subcontractors who are deemed inadequate as a result of the evaluation are notified with explanations of the evaluation result in order to improve themselves for future offers.



If the subjects that need improvement in terms of HSE are determined in the subcontractor that it is decided to work with, main topics such as additional supervision, inspection, procedure, training, materials are determined and action plans are requested from the subcontractor on these issues. These actions should be compatible with the size and risk of the business and should be carried out before the work begins.

#### 7.4. Term of the Contract

Contracts with approved subcontractors should include the terms of the HSE management system and site application rules.

##### Contract

- should be documented in accordance with the working conditions of subcontractors, clearly defined duties and responsibilities, legal HSE issues,
- The content of the contract should be appropriate to the size and risk of the work to be done,
- The contract must be signed by the subcontractor before mobilization.

The HSE scope of this contract is reviewed by the Group Company/Project HSE Unit and signed by the relevant managers.

#### 7.5. Pre-Mobilization/Business Start Process

This process is an important process for the clear transfer of HSE requirements to subcontractors and their understanding by the subcontractor. In this process, preliminary studies are carried out with the Subcontractor to review the meetings, audits and plans. The level of preliminary work to be done should be determined by the Project/Business Managements according to the size and risks of the work.

Coordination with subcontractors during the pre-mobilization process, collection and delivery of relevant documents to the subcontractor, organization of meetings on HSE are managed by the Project manager.

##### 7.5.1. Mobilization/Kick Off Meeting

These meetings are the meetings that should be held after the contract and before the applications start (before entering the field). The purpose of the meeting is to bridge the HSE between REC and Sub-contractors and to determine how to safely handle project information and field applications.

##### This meeting:

- It is carried out between Ronesans Project Management and Subcontractor Management (Headquarters and field managements).
- These meetings can be held in the head office, business and fields.
- Meetings to be held in the fields should start with the mobilization process.
- The notes of the meeting should be recorded and shared with the relevant subcontractor.

The content of this meeting should include but not be limited to the following topics.

- Review of major and critical hazards,
- Transfer of work permit systems and work hazard analysis,
- Transferring on-the-job risk analyzes such as START card,

- Approval of the HSE Plans to be implemented,
- Finalizing the HSE technical specifications specific to the Project/Business,
- Ensuring that duties and responsibilities are clearly addressed and understood,
- Transferring the Project HSE Objectives,
- Qualifications of key personnel,
- REC HSE Policy, general rules and HSE procedures related to the subcontractor's work,
- Informing about the HSE meetings, audits and Management Reviews to be held during the work,
- REC and subcontractor contingency plans,
- training needs and plans,
- Accident/Incident Reporting
- Disciplinary Procedure
- Reward / Incentive procedure

## 7.6. Mobilization/Pre-Startup Process

REC HSE expectations before the mobilization process or work start should be known to the Subcontractor. Subcontractor's HSE plans must be submitted and approved by REC Project Management and Project HSE Management.

During the mobilization, the execution of the HSE processes related to the subcontractors and the control of the fulfillment of the requirements are under the responsibility of the REC Project Managers.

This is the process in which the HSE plans are officially implemented by the subcontractor. The monitoring of the HSE performance of subcontractors by the REC should begin in this process.

The main activities that should take place in the Mobilization/Pre-Startup process are:

- Meetings to be held in the field (Kick-Off Meetings)
- Assignment of key personnel to the field,
- Transfer of key equipment to the field,
- Providing training on site-specific and key HSE procedures,
- Giving field orientation trainings,
- Performing the Mobilization/Pre-Start Check (Go/No Go).

### 7.6.1. Mobilization/Pre-Work Inspection

At the end of the Mobilization/Pre-Work Start process, a field HSE audit is carried out by REC Project Management and HSE Management to determine whether the subcontractor complies with the HSE plans and meets the REC expectations.

The content of the audit is determined by the type of project and risks. Comprehensive assessment is carried out in high-risk works. As an example, the criteria in the APPENDIX B Subcontractor Go/No-Go Permission Checklist are used.

If, as a result of the audit, there are issues that are open to improvement in terms of HSE in subcontractor activities:

- Minor determinations: Remedial actions are requested from the subcontractor and the inspection is repeated. According to the risk of the finding, the study can be allowed by requesting the improvement of the findings during the applications.



- Major determinations: In major detections, the study is not allowed until the finding is improved.

Mobilization control is generally determined according to the basic requirements of the HSE plan. The audit result is recorded and shared with the relevant parties.

In order to monitor the processes up to the subcontractor's mobilization process, ANNEX-E Subcontractor Process Monitoring table is used.

| Subcontractor Classification                                                                                                                                                                                                                                                                                             | Information to be Provided to the Subcontractor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sub-Contractor: Information to be Requested                                                                                                                                                                                                                                                                                                                                                            | Activities in the Mobilization Process                                                                                                                                                                                               | Pre-Mobilization Process Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Level I: Main Construction / Service Activities</b><br><br>Earthworks, Ground works, Facade cladding works, Structural works, Fine works, Mechanical works, Electrical works, Landscape works, Pipe Production Workshops, Elevator Installation Works, Operation Maintenance and Repair Services, Commissioning, etc. | Documents that can be provided by Renaissance: <ul style="list-style-type: none"> <li>• HSE policy</li> <li>• Work-related HSE procedures</li> <li>• Emergency Plans</li> <li>• List of OHS procedures to be requested from the subcontractor</li> <li>• List identifying major risks</li> <li>• Common area work and associated risks that may be related to other subcontractors and activities</li> <li>• Minimum training requirement for pre-mobilization</li> <li>• Expected trainings during the activity</li> <li>• Information about the Work Permit Procedure</li> <li>• Information on risk analysis</li> </ul> | Documents to be prepared by the subcontractor: <ul style="list-style-type: none"> <li>• HSE Plan</li> <li>• HSE Organization Plan</li> <li>• Emergency Plan</li> <li>• Work Specific Risk Analysis</li> <li>• Equipment, tools and materials list</li> <li>• Certificates and legal inspection records of equipment, tools and materials</li> <li>• Documents required by local legislation</li> </ul> | <ul style="list-style-type: none"> <li>• Kick-off meeting</li> <li>• Site visits by subcontractor</li> <li>• Site visit to the subcontractor site</li> <li>• Review of the plan/procedures submitted by the subcontractor</li> </ul> | <b>For field workability approval, the subcontractor must present how Ronesans will fulfill its HSE expectations:</b> <ul style="list-style-type: none"> <li>• Kick-off meeting</li> <li>• Appointment of the subcontractor's HSE Officer before mobilization</li> <li>• Project Management's submission of HSE plans to Ronesans</li> <li>• Approval of subcontractor's HSE plans and risk analyzes</li> <li>• Subcontractor management and key positions complete their training on Renaissance HSE procedures, apart from orientation. (Not entering the field without these trainings)</li> <li>• Performing the mobilization site inspection process</li> </ul> |

## SUBCONTRACTOR MANAGEMENT PROCEDURE

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#### Level II: Ancillary activities / Risky Support Processes

Assembly-disassembly works of the facilities required for the production of materials to be used in construction,

Some mobilization, de-mobilization works (Prefabricated works etc.)

Some preparatory work (Rock cleaning, etc.)

Catering Services

Organization, marketing and sales services

- HSE policy
- Work-related procedures HSE
- List of OHS procedures to be requested from the subcontractor
- Identification list of major risks

- HSE Plans
- HSE Organization Plan
- Equipment, tools and materials list
- Certificates and legal inspection records of equipment, tools and materials
- Documents required by local legislation

- Kick-off meeting
- Review of the plan/procedures submitted by the subcontractor

- Kick-off meeting
- HSE Organization of subcontractors
- Approval of subcontractor's HSE plans and risk analyzes
- Ronesans orientation training
- Performing the mobilization site inspection process (If needed according to the risk analysis, mobilization inspection is required in areas such as cafeterias, camps, etc.)

#### Level III: Support Processes

Kitchen services (Tea stove)

Ambulance services

Security services

Cleaning and janitorial services

Spraying services

Prefabricated works

Repair-Maintenance works

Personnel services

Fire Services

- HSE policy
- Work-related procedures HSE
- List of HSE procedures to be requested from the subcontractor
- Identification list of major risks

- Equipment, tools and materials list
- Certificates and legal inspection records of equipment, tools and materials
- Documents required by local legislation

- Kick-off meeting

- Kick-off meeting
- HSE Organization of subcontractors
- Approval of subcontractor's HSE plans and risk analyzes
- Ronesans orientation training

#### SUBCONTRACTOR MANAGEMENT PROCEDURE

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| ISO 9001:2015, ISO 14001:2015, OHSAS 18001:2007                                   |                                       | Page | 15 / 16         |

## 7.7. Monitoring the Performance of Sub-Contractors

### 7.7.1. During Work

All subcontractors will be monitored according to the following criteria:

- Applicable laws and regulations,
- accident/incident performance,
- Nonconformities seen in controls and audits,
- Action and non-conformance closure and feedback performance,
- Training performance
- Terms of contract
- Approved HSE plans of the subcontractor,
- Company OH&S management system, programs and procedures.

During the work, subcontractor activities are monitored and reported by the relevant Project Management/Representatives at the construction site through the work schedule. In addition, whether the subcontractors work in accordance with the HSE rules and relevant legal requirements throughout their activities is monitored and reported by the Project HSE Department and the section chiefs responsible for the Subcontractor.

Monitoring results regarding the performance of subcontractors will be reported to subcontractors and will be discussed at periodic meetings. If the subcontractor's HSE performance is not satisfactory, the Project/Business Management will ask the subcontractor for a plan to improve HSE performance.

Inadequate OHS performance and/or serious, repeated or blatant breaches of contractual HSE requirements by the subcontractor will result in warning letters, suspension of work or termination of the contract.

If these violations are individual violations by subcontractor personnel, they are considered under the REC Disciplinary Procedure.

Each engineer or chief responsible for monitoring subcontractors providing "Level I" services and the Project / Operations HSE Department determines and monitors key performance indicators (KPI) that will show subcontractor performance. These KPIs should contain, at a minimum, statistical information on the results of control activities applied to the subcontractor.

Performance evaluations of Subcontractors providing "Level I" and, where appropriate, "Level II" services are made by the Project Management and Project HSE Department at subcontractor performance evaluation meetings where nonconformities arising from the subcontractor are evaluated and resolved throughout the project.

Periodic performance evaluations of subcontractors will be made every 6 months according to the above criteria, and the results of the evaluation will be recorded. If the subcontractor completes the works within the scope of the contract before one year, only the completion evaluation will be made.

For subcontractors providing "Level III" services, performance evaluation can be made when deemed necessary.

**APPENDIX C** Subcontractor Evaluation Form should be used for subcontractor evaluation.

|                                                                                   |                                       |      |                 |
|-----------------------------------------------------------------------------------|---------------------------------------|------|-----------------|
|  | HSE MANAGEMENT OFFICE                 | No   | HOL-HSE-PRO-014 |
|                                                                                   | SUBCONTRACTOR MANAGEMENT<br>PROCEDURE | Rev. | 00              |
|                                                                                   |                                       | Date | 29.03.2018      |
| ISO 9001:2015, ISO 14001:2015, OHSAS 18001:2007                                   |                                       | Page | 16 / 16         |

### 7.7.2. Reflecting HSE Performance to Sub-Contractor Progress

One of the main responsibilities of subcontractors during the execution of work is to fulfill the project HSE requirements and comply with REC HSE expectations. The HSE performances of the subcontractors will be considered as one of the success criteria for business realization and will be evaluated in the progress payment processes. Closing the nonconformities identified in HSE and fulfilling the improvement suggestions requested by the REC are the basic requirements for making progress payments. Subcontractor contracts should describe this requirement.

### 7.7.3. End of Work Performance Evaluation

After the Subcontractors providing "Level I and II" services have completed their work, the Project Management will prepare a report evaluating the performance of the subcontractors according to the criteria specified in the Subcontractor Performance Evaluation Form.

Subcontractors whose HSE performance is not satisfactory will not be approved (red marked subcontractors).

**APPENDIX C** Subcontractor Evaluation Form should be used for subcontractor evaluation.

### 7.7.4. Reporting of Evaluation Results

All evaluation results (periodical during the execution of the work or at the end of the work) will be reported by the Project Management to the Group Company Boards/Representatives, the Central Department/Responsible for Subcontractor Contracts, the Head Office HSE Unit and the Quality Unit.

## 8. APPENDICES

APPENDIX A: Subcontractor Pre-Assessment Question List

APPENDIX B: Subcontractor Go/No-Go Permission Checklist

APPENDIX C Subcontractor Evaluation Form

APPENDIX D- Subcontractor Time Tracking Form