GUVERNUL
REPUBLICII MOLDOVA

EUROPEAN BANK FOR
RECONSTRUCTION AND
DEVELOPMENT

ANNEX NO. 5

THE MOLDOVA ROAD PROJECT V

(DTM 45094)

THE TECHNICAL DESIGN STAGE

THE DRAFT REPORT

The Project's specific Labour Management Plan for reconstruction of the express road M1 located in the Straseni and Ialoveni Districts and Chisinau Municipality

Lot no. 4

(km 61+750 – km 85+450)

REQUIREMENTS

This Project is carried out by the Government of the Republic of Moldova, through the Ministry of Infrastructure and Regional Development and the National Road Administration, with the support of the EBRD.

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Executive Summary

The Employer JSC National Road Administration (the Employer) and „Universinj" SRL (the Design Consultant) have entered into a contractual agreement for Lot 4, which involves the provision of services to develop the technical design of the section of the M1 road between the Romanian and Ukrainian borders (km 1.00 to 85.46) within Lot 4 (km 61+750 to km 85+450). During the design process, the Consultant shall also be responsible for identifying hazards and assessing risks, establishing mitigation measures to control them.

This document provides a comprehensive project description and context, including details of the EBRD's Performance Requirements No. 1 (Assessment and Management of Environmental and Social Risks and Impacts). It also includes information on applicable Moldovan technical laws relating to the design process, institutional roles and responsibilities, and the environmental and social baseline for Lot No. 4. Furthermore, it outlines significant Labour and OHS aspects that are likely to arise during construction and operation, and sets out the mitigation, monitoring and institutional measures that will be implemented to eliminate, offset or reduce adverse impacts to an acceptable level.

The Project's specific Labour Management Plan for Lot No. 4 will form part of the tender documents. This document describes the mitigation measures that the contractor will implement to manage residual labour and OHS risks during construction. The supervision consultant (Engineer) will monitor compliance with this document's requirements to ensure that the project meets national and EBRD standards.

In order to ensure that residual risks are kept under control, the General Contractor will use the mitigation measures identified in this document to prepare its own OHS Plan and Code of Conduct (CESMP). This plan will then be integrated into the detailed on-site plan of works. This will allow the General Contractor to calculate the costs of the labour and OHS protection and social impact mitigation measures that will be implemented during the project's construction phase.

Furthermore, this document details the labour, OHS and social requirements for the Employer, the National Road Administration, during the operational and decommissioning phases. The objective is to emphasise economic growth, inclusion and sustainability. This is achieved by implementing best international industrial practice and incorporating robust development plans to improve environmental quality, community health and safety.

The Employer's proposed capacity-building measures will be considered during the operational and decommissioning phases. The aim is to continuously improve road quality and safety, and contribute to an improved level of traffic safety, as well as an overall improvement in environmental and social conditions.

1.0 SCOPE AND DOMAIN OF APPLICATION

The document presents the Project's specific Labour Management Plan (LMP) for the rehabilitation process of the express national road M1 Lot No. 4. The aim of the Plan is to maintain and promote good standards of health and safety in the workplace during the demolition and reconstruction process.

The present document stipulates the labour management criterion for controlling specific risks during the rehabilitation process and further operation and maintenance of the new road and purchased equipment.

The Plan will be implemented by the General Contractor at the construction stage and the Employer at the operational stage, with the aim of keeping identified and residual specific risks under control.

2.0 NORMATIVE REFERENCES

The present document is developed based on following documents:

1. The Planning Town Urbanism Certificate for Design issued by the Straseni District Council
2. The Planning Town Urbanism Certificate for Design issued by the Ialoveni District Council
3. The Planning Town Urbanism Certificate for Design issued by the Durlesti Local Council
4. The Environmental Permit[1] no. 24 of August 12th 2025 issued by the Environmental Agency for the Moldova Road Project V
5. Notice issued by the Ministry of Culture for the Moldova Road Project V
6. Notice issued by the National Archaeological Agency for the Moldova Road Project V
7. The Technical Design no. and the verification Report of the Technical Design
8. ESAP of the Moldova Road Project V
9. Stakeholder Engagement Plan
10. Law no. 86/2008 Occupational Health and Safety

3.0 TERMS, DEFINITIONS AND ACRONYMS

3.1 Terms and definitions

Used terms and their definitions are in conformity with normative references. For better understanding the plan the following terms are used:

Audit: systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.

Capacity of response: ensuring endowment with means of interventions, means of protections and human resources for intervening immediately and efficient when appears an emergency situation.

[1] Source: https://www.andsa.md/acorduri-de-mediu/

Cause: anything with the potential to release a hazard. Cause classes include (but not limited to): thermal energy, chemical energy, biological energy, radiation, kinetic energy, climatic condition, uncertainty or human factors.
Competence: ability to apply knowledge and skills to achieve intended results.
Conformity: fulfilment of a requirement.
Continuous Improvement: repeated activity to increase the ability to comply with requirements.
Contractor: the person(s) named as contractor in the Letter of Tender accepted by the Employer and the legal successors in title to this person(s).
Corrective Action: action taken to eliminate the cause of a Non-conformity detected or any other unwanted situation.
Danger Identification: the process of danger identification and definition of its characteristics.
Danger: an event or situation with a harmful potential expressed in injury, illness, damage to property, pollution at the workplace or a combination of these.
Direct workers: represent Contractor's workers.
Emergency situation: an event or an incident which does not generate major effects on HSE, but has the potential to provoke a major accident which requires a quick intervention of a specially trained team
Employer: the person named as employer and the legal successors in title to this person.
Engineer: the person appointed by the Employer to act as the Engineer for the purposes of the Contract or other person appointed from time to time by the Employer and notified to the Contractor.
Environmental protection: measures used to prevent harm to the environment of the world. It prevents harm to air, water, land and natural resources providing protection to flora, fauna and human beings and their inter-relationships.
Engineering Control: represent a process used to protect employees by preventing exposure to hazards.
Health: the state of well-being in both a physiological and psychological sense.
Health and Safety: conditions and factors that have an impact on the health of employees, temporarily engaged personnel, subcontracted personnel, visitors or any other person being at the workplace.
Hazard: source with a potential to cause injury and ill health. Hazards can include sources with the potential to cause harm or hazardous situations, or circumstances with the potential for exposure leading to injury and ill health.
Incident: event, or chain of event, which cause, or could have caused, injury, illness and/or damage (loss) to assets, the environment or third parties.
Indirect workers (contracted): workers who work on behalf of Contractor.
Laws: all national (or state) legislation, statutes, ordinance and other laws, and regulations and by-laws of any legally constituted public authority.
Monitoring: determining the status of a system, a process or an activity. To determine the status, there may be a need to check, supervise or critically observe.
Measurement: process to determine a value.
Non-conformity: non-compliance with a requirement.
Objectives: purposes (targets) relative to the OHS performance, intended to be attained by an organization.

Occupational: it would include not suffering from fatigue, stress or noise induced deafness.
Operational Control: are those operations that are associated with the identified major hazards consistent with OHS policy, objectives and targets.
Outsource: make an arrangement where an external organization performs part of an organization's function or process.
Performance: measurable results.
Policy: short statement of the contractor/company policy that conveys managements support and intentions of the specific program that is signed by a member of senior management.
Preventive Action: action taken to eliminate the cause of a potential Non-conformity or any other potential unwanted situation.
Procedure: specified way to carry out an activity or a process.
Process: set of interrelated or interacting activities which transforms inputs into outputs.
Risk Assessment: process of general risk impact assessment and decision as to the level of risk tolerance.
Risk: combination of probability of appearance and consequences of a certain dangerous event.
Safety: the absence of danger or physical harm to persons, extending in the workplace to things such as equipment, materials and structures.
Site: location with defined geographical boundaries and on which activities under the control of an organisation may be carried out.
Subcontractor: any person named in the Contract as a subcontractor, or any person appointed as a subcontractor, for a part of the Works, and the legal successors in title to each of these persons.
Construction sites: any construction site at which building or civil engineering works are carried out.
Welfare: the provision of workplace facilities that maintain the basic wellbeing and comfort of the worker such as eating, washing and toilet facilities which enable them to fulfil their bodily functions.
Working environment: the surroundings and conditions in which work is performed.

3.2 Acronyms

CESMP	Contractor's Environmental and Social Management Plan
CL&OHSP	Contractor's Labour & Occupational Health and Safety Plan
CoC	Code of Conduct
DD	Detail design
EA	Environmental Agency
EHS	Environmental and health and safety
EIA	Environmental impact assessment
ESP	Environmental and Social Policy
ESRs	Environmental and Social Requirements
GD	Government Decision
HR	Human Resources
KPIs	Key performance indicators
LPA	Local public authority
MMS	Meter Management System

MS	Method Statement
NAPH	National Agency for Public Health
NGOs	Non-Governmental Organisations
OHS	Occupational health and safety
PIU	Project Implementation Unit
PMU	Project Management Unit
POM	Project Operational Manual
PPE	Personal protective equipment
PTW	Permit-to-Work
SMR	Subcontractor management representative
SOPs	Safety Operational Procedures
SSA	State supervision agency
TLI	Territorial labour inspection
TMP	Traffic management plan
TS	Technical specifications

4 THE PROJECT CONTEXT

4.1 General data

On January 22nd 2024, the European Bank for Reconstruction and Development (EBRD)[2] and the Government of the Republic of Moldova[3] (the Borrower) signed the Loan Agreement for the Moldova Roads Rehabilitation Project V. The Borrower is the Republic of Moldova and is represented by the Ministry of Finance.

The facility will consist of a sovereign loan to the Borrower in the amount of up to EUR 150 million, tranched. The loan will finance the rehabilitation and widening of the M2 Chisinau ring road (section 2) and the purchase of specialized equipment and software for the Road Asset Management System (Tranche 1) and the rehabilitation of the M1 Chisinau to Leuseni road section (Tranche 2) (together the "Project").

The Project is of a strategic priority for the Republic of Moldova and will support the Government's efforts to halt the deterioration of the road network and ensure key road links are maintained to acceptable standards to facilitate economic growth, regional integration and connectivity by strengthening core transport links with a focus on extended TEN-T network.

The Project is aligned with the European Union's Economic and Investment Plan for Neighbourhood East and its post-2020 Eastern Partnership Priorities, is included in the Eastern Partnership TEN-T Investment Action Plan, and is consistent with the Solidarity Lanes approach by focussing on core corridors to ensure transportation of goods between Ukraine and the European Union.

The Borrower shall carry out the Project in accordance with the Project Implementation Plan furnished by the Borrower to EBRD (subject to any modifications to which EBRD may agree in writing) and cause the financing specified in the Financing Plan to be applied exclusively to the Project. The proceeds of the Loan shall be applied exclusively to the components of the Project to be financed (or co-financed as the case may be) by EBRD in accordance with the Procurement Plan.

4.1.2 Project Development Objective

The Project will facilitate Moldova's economic development and its physical integration by improving transit connections and corridors between its cities and between Moldova and neighbouring countries, including Ukraine and Romania. The Project will also improve the road infrastructure between cities and on key corridors/regional connections through the rehabilitation of

[2] Source: https://www.ebrd.com/home/work-with-us/projects/psd/54423.html
[3] Source: https://gov.md/index.php/en

the M2 Chisinau ring road (section 2) and the M1 Chisinau to Leuseni road section, which are in poor condition.

4.1.3 Project Beneficiaries

The Project beneficiaries are:

- The Government of the Republic of Moldova[4];
- The Ministry of Finance[5]
- The Public Property Agency[6];
- The Ministry of Infrastructure and Regional Development[7];
- The Hincesti District Council
- The Nisporeni District Council
- The Straseni District Council
- The Ialoveni District Council
- The Chisinau Municipal Council
- The community from the Republic of Moldova;
- The community from Romania and Ukraine and other countries.

4.1.4 Project components

The Project consists of the following Parts:

Part A:

(i) Civil works: rehabilitation and widening of the M2 Chisinau ring road-section 2, comprising of approximately 7 km of road;

(ii) Supervision of civil works for rehabilitation and construction of the above road section to be provided by the Supervision Consultant;

(iii) Extension and upgrade, of the road asset management system; and

(iv) Contingencies to finance any cost overruns in relation to Part A.

Part B:

(i) Civil work: rehabilitation, of the M1 Chisinau to Leuseni road section, comprising of approximately 71 km of road;

(ii) Supervision of civil works for rehabilitation and construction of the above road section to be provided by the Supervision Consultant; and

(iii) Contingencies to finance any cost overruns in relation to Part B.

[4] Source: https://gov.md/ro/autoritati-administrative-centrale
[5] Source: https://mf.gov.md/ro
[6] Source: https://app.gov.md/
[7] Source: https://midr.gov.md/portofoliu/transport

4.2 Needs and expectation of stakeholders and other interested parties

4.2.1 Needs and expectation of the Employer

Needs and expectation of the Employer is to be implemented the present document by the General Contractor by promoting quality and safety, having minimal impact on workforce and community's health and safety by having in place approved documents specific for construction site, no complaints from the community and no incidents and accident on construction sites.

The Employer is responsible for ensuring that the project's activities are carried out with due regard to appropriate environmental, health, safety, social and labour practices and standards, and in accordance with the EBRD (ESAP) safeguards requirements and the applicable laws of the Republic of Moldova.

The Employer is responsible for ensuring that the General Contractor adopts a Code of Conduct (CoC) that is applicable to specific construction works and signed by all workers (direct and contracted). The CoC, among other things, covers gender-based violence, and the employer must provide an action plan for its effective implementation, including appropriate training on CoC requirements.

4.2.2 Needs and expectation of workers

The Contractor shall promote the needs and expectations of the direct and contracted workforce, community workers and primary supply workers implied in the project's process. This is to be done in order to protect and promote the health, safety and security of project workers. The Contractor shall ensure safe, healthy and secure working environments and implement a management system appropriate and proportionate to the risks associated with the project. This shall be in compliance with Republic of Moldova labour and social laws and EBRD's PR no. 2 Labour and Working Conditions.

The objective of needs and expectation of the workforce are:

- Respect and protect the fundamental principles and rights of all project workers;
- Ensure fair treatment, non-discrimination, non-harassment and equal opportunities for all project workers;
- Establish, maintain and improve a sound worker-management relationship, based on social dialogue;
- Ensure compliance with national labour and employment laws, social security laws and any collective agreements to which the client is a party;
- Protect all project workers, including vulnerable project workers who might be at higher risks of discrimination, harassment or exploitation, such as women and gender-diverse workers, young workers, workers with disabilities, migrant workers and refugees, self-employed and contracted workers, as well as workers in the project's core supply chain;

- Prevent the use of forced labour and child labour;
- Ensure that accessible and effective means to raise and address workplace concerns are available to all project workers.

The General Contractor will be responsible for documenting the needs and expectations of the workforce, determining the operational criteria for human resources and HSS processes, and implementing these on the construction site. This will be done in compliance with the applicable laws of the Republic of Moldova and the EBRD's ES requirements.

4.2.3 Needs and expectation of community

The General Contractor will promote the needs and expectations of the community affected by the rehabilitation process of the express road M1 (Lot No. 4) in the Straseni and Ialoveni Districts and Chisinau Municipality. This will be done in order to identify, assess and manage health, safety and security risks to project-affected communities (PACs) and consumers during the project lifecycle from both routine and non-routine activities. Furthermore, the Contractor will incorporate health and safety into the project design at the earliest opportunity.

The objectives are to ensure that:

- Project-related environmental and social (ES) risks are assessed and communicated to project-affected communities and other relevant stakeholders, and that plans and measures for prevention and mitigation are in place.
- Risks of GBVH and child sexual exploitation, abuse and harassment (SEAH) are assessed and communicated with project workers and communities. Provide information, training and confidential channels for reporting incidents in safe, accessible formats, including for children. Establish codes of conduct for project workers.
- The General Contractor (GC) has developed an HSS Plan identifying the appropriate capacity, resources and arrangements for planning, managing, implementing and monitoring works. The contractor shall ensure that subcontractors performing works on site on behalf of the GC adopt the HSS plan and implement, monitor and report on performance to the GC.
- The General Contractor has developed an Emergency Preparedness and Response Plan that identifies the appropriate capacity, resources and arrangements for emergency planning, management, implementation and monitoring.
- The General Contractor controls hazardous materials by adopting preventive measures to completely eliminate or reduce the risk to workers and the public.
- The quality of services provided by communities takes into account the distinct needs of vulnerable people, to ensure these services do not pose a risk to project workers or community health and safety.
- Traffic and road safety risks are identified, assessed, managed and monitored on PAC, paying particular attention to vulnerable road users, including children, cyclists, the elderly and people with disabilities, and engaging them in the construction stage.

- Natural hazards such as earthquakes, droughts, landslides or flooding are controlled by the GC during the construction stage using HSS prevention measures, control strategies and appropriate climate resilience and adaptation measures.
- Exposure to diseases among the PAC is avoided or minimised, and that the transmission and spread of communicable diseases associated with the influx of the project's temporary or permanent workforce, as well as diseases influenced by environmental factors, is prevented.
- The General Contractor controls emergency aspects during the construction phase in order to be ready to prevent, respond to and recover from emergency situations, taking into consideration the PAC and vulnerable persons. Mitigation measures shall include organisational structures, responsibilities, procedures, communications, training, resources, and other aspects required to implement such a policy, ensuring that the GC has the capacity to respond effectively to emergencies associated with project hazards.

It is the responsibility of the General Contractor to establish sufficient security management systems and contingency plans to protect the integrity of project operations from any potential security incidents or changes to the operating environment. This will ensure the safety of all individuals affected by the project. The General Contractor must document the needs and expectations of the PAC and implement them on the construction site in order to comply with the applicable laws of the Republic of Moldova and the EBRD's ES requirements.

4.3 The scope of the Project's Labour Management Procedure

The purpose of this document, which was developed during the design stage, is to implement labour and working conditions, as well as health, safety and security measures. These measures are designed to protect and promote the health and safety of workers, and to ensure a secure working environment on the construction site. The document sets out the reasonable requirements and precautions which shall be implemented on the construction site, as well as the appropriate and proportionate ESHS management system for the associated risks during operation.

The Supervising Engineer shall ensure that the General Contractor hires experienced, competent and trained workers (direct or contracted) who have the technical capability to manage specific tasks on construction sites and comply with labour and occupational health and safety (OHS) requirements. Before starting construction activities on site, the General Contractor shall develop their own Labour & OHS Plan(s) and submit them to the Engineer for approval.

4.4 The Project's Environmental and Social Management System

The present document, Project's Labour Management Procedure, is part of the Project's ESMS. Its scope is to implement the Project's Environmental and Social Management Policy and Strategic Objectives in order to (i) enhance the environmental and social performances, (ii) integrate the Project's specific ES

Plans in the tender documents and (iii) incorporate requirements of the Project's specific ES Plans into the General Contractor ES documents (CESMPs).

Before commencing construction activity on the construction site, the General Contractor shall develop its own CESMP and submit it to the Engineer for approval.

During the operational stage, the Employer shall integrate the present document into its Environmental and Social Management System and establish measures for controlling risks with designated roles and responsibilities, along with documented procedures, plans and records, and monitoring and measurement plans and records, etc.

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5 LEADERSHIP AND WORKERS PARTICIPATION

5.1 Leadership and commitment

The Employer is committed to implementing the project in a diligent manner, adhering to the requirements established in the EBRD's Environmental and Social Action Plan (ESAP) and developed during detailed design stage ES Plans and revised the SEP. The Employer will also monitor the implementation of actions and continuously improve their effectiveness by complying with EBRD requirements.

The Employer is committed to respect to the following requirements stablished in the ESAP by:
- taking overall responsibility and accountability for the prevention of work-related injury and ill health, as well as the provision of safe and healthy workplaces and activities;
- ensuring that the specific Labour Management Policy and related Objectives are established and are compatible with the context of the Project;
- ensuring the integration of the Labour Management Plan requirements into the Contractor's L&OHS Plans during the construction stage and during the operational phase;
- ensuring that the resources needed to plan, support, operate, performance evaluation and improvement are available;
- communicating the importance of the specific Labour Management Policy and objectives to the workforce and other interested parties;
- ensuring that the ESMS and the present document achieves its intended outcomes;
- directing and supporting persons to contribute to the effectiveness of the ESMS and LMP;
- ensuring and promoting continual improvement;
- supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- developing, leading and promoting a culture in the construction site that supports the intended outcomes of ESMS and LMP;
- protecting workers from reprisals when reporting incidents, hazards, risks and opportunities;
- ensuring the Contractor establishes and implements a process for consultation and participation of workers;
- supporting the establishment and functioning of health and safety committees.

5.2 Labour Management Policy

The specific Labour Management Policy represents the Employer's commitment to implement labour management requirements. It also ensures that sufficient resources are provided by the General Contractor and Employer to control identified labour and OHS risks during the construction and operational stages. In the event of identified labour risks, the Employer must ensure that the General Contractor and Employer implement the present plan diligently to comply with EBRD's PR no. 4 on

Labour and Working Conditions and to observe the applicable labour and OHS laws of the Republic of Moldova.

Through the Labour Management Policy, the Employer ensures that it:

- Respect and protect the fundamental principles and rights of all project workers;
- Ensure fair treatment, non-discrimination, non-harassment and equal opportunities for all project workers;
- Establish, maintain and improve a sound worker-management relationship, based on social dialogue;
- Ensure compliance with national labour and employment laws, social security laws and any collective agreements to which the client is a party;
- Protect all project workers, including vulnerable project workers who might be at higher risk of discrimination, harassment or exploitation, such as women and gender-diverse workers, young workers, workers with disabilities, migrant workers and refugees, self-employed and contracted workers, as well as workers in the project's core supply chain
- Prevent the use of forced labour and child labour;
- Ensure that accessible and effective means to raise and address workplace concerns are available to all project workers;
- Protect and promote the health, safety and security of projects workers by ensuring safe, healthy and secure working environments and implementing a management system appropriate and proportionate to the risks associated with the Project;
- Identify, assess and manage health, safety and security risks to project-affected communities and consumers during the project lifecycle from the routine and non-routine activities and to incorporate health and safety at the earlier opportunity into the project design;
- Outline a systematic approach to stakeholder engagement that will help Employer build and maintain a constructive relationship with their stakeholders;
- Provide a means for effective and inclusive engagement with project stakeholders throughout the project cycle;
- Ensure that appropriate environmental and social information is disclosed and meaningful consultation is held with the project's stakeholders and, where appropriate, that feedback provided through the consultation is taken into consideration;
- Ensure that grievances from stakeholders are responded to and managed appropriately;
- Ensure that stakeholder engagement is conducted in a manner that protects the privacy and safety of stakeholders and is free from retaliation.

The documented Labour Management Policy is annually analysed and revised by the Employer for its continual adequacy in compliance with the Project's objectives and legal requirements.

5.3 Organizational roles, responsibilities and authorities

5.3.1 The Project Management Unit (PMU)

The Ministry of Infrastructure and Regional Development is the central specialized body that promotes the state policy in the field of infrastructure and regional development and carries out its activity in accordance with the Regulation on the organization and functioning of the Ministry of Infrastructure and Regional Development, approved by Government Decision No. 690/2017, the Constitution and laws of the Republic of Moldova, Parliament Decisions, acts of the President of the Republic of Moldova, Government decisions and provisions, as well as other normative acts.

5.3.2 The Employer and Project Implementation Unit

The Project Implementation Unit has been created within the Employer JSC National Road Administration (NRA)[8] and has the task to ensure the efficient implementation of the Moldova Road Project V by the project administration, monitoring and coordination together with hired Technical Consultants in accordance with the Loan Agreement and ESAP[9].

The Employer JSC NRA operates in accordance with the legislation in force of the Republic of Moldova and requirements established in ESAP, approved Project Operational Manual, procedures and standards of the EBRD and other international financing organizations.

The PIU and Employer commits to comply with relevant EBRD Performance Requirements and applicable technical and ES laws of the Republic of Moldova and implement the project Environmental and Social Management Policy and strategic Objective.

The PIU and Employer will promote the following principles:
- sound worker-management relationships and enhance the development benefits by treating safe and healthy working condition,
- use efficient and effective resources, pollution prevention and GHG emission avoidance, minimize the generation of wastes, etc.;
- protect community and ensure health and safety for affected communities and peoples;
- protect biodiversity and cultural and natural protected heritage;
- engage communities in the construction process and ensure the environmental and social sustainability and acceptance by the community.

[8] Source: https://www.andsa.md/en/
[9] Source: https://www.andsa.md/

5.3.3 The General Contractor

The General Contractor, engaged by the Employer during the construction phase, shall take responsibility for the physical implementation of the mitigation measures outlined in this document, as well as for obtaining all construction activities-related permits and agreements in accordance with the contractual documents and the environmental and social legislation of the Republic of Moldova.

The General Contractor shall hire (as it will be required by contract provisions) a HSSE Offices who shall organize the implementation process of mitigation measures established in the present document during the Construction Phase.

5.3.4 Roles, responsibilities and authority of the Supervision Consultant

The Supervision Consultant shall employ an Environmental, Social and Health and Safety (HSE) Manager(s) to be permanent on construction site who shall ensure that the Constructor carry out day-to-day implementation of the Project's specific ESMP, LMP, CoC and revised SEP in line with the environmental and social clauses included in contractual documents.

The main objective of the assignment for the Consultant is to assist the Employer in the administration and supervision of the construction works for rehabilitation of the express national road M1 Lot no.4 from the Straseni and Ialoveni Districts and Chisinau Municipality with due diligence, to carry out the duties assigned to him in the Contract and provide other services.

The Supervision Consultant, hired by the Employer for daily supervision over the implementation of civil construction works, will be responsible for supervising the timely, proper and reliable implementation of the construction works and measures, as provided by the Project's specific ESMP, LMP, CoC, CPP, PMC, SEP, etc.

The Employer shall oversee the environmental and social aspects of all activities for rehabilitation process of the sector of road from the Straseni and Ialoveni Districts and Chisinau Municipality in order to ensure that established mitigation measures are designed and implemented properly to prevent and minimize likely adverse environmental and social impacts.

The Supervision Consultant shall also ensure that all necessary agreements and permits are obtained by appropriate contractor from relevant state and local authorities before the construction works are start. The Employer may request to check if such permits are issued and valid as well as if the Project's ESMP mitigation and monitoring aspects are implemented on the ground during the rehabilitation process of the road sector from the Straseni and Ialoveni Districts and Chisinau Municipality according to applicable the Republic of Moldova environmental and social legislation.

5.3.6 Workforce responsibilities (direct and contracted)

The roles and responsibilities of direct and contracted workers include:
- Taking reasonable care of themselves and their fellow workers,
- Refraining from misusing equipment provided for their occupational health and safety,
- Co-operating/communicating with their supervision specialists/ESHS by following safe systems of work;
- Reporting accidents & unsafe situations to their supervisor or other nominated member of management;
- Participate and take an active part in any consultation exercise set up by the Engineer;
- Submit suggestions, proposal for improvements and complaints using the grievance mechanism from construction site.

5.4 Consultation and participation process

5.4.1 Consultation of workers

The workforce consultation represents the key factors of success for an LMP implementation by the General Contractor and the Employer ensure that identified Labour & OHS risks at the design phase are communicated to the workforce at the construction and operational stages.

The workforce consultation process[10] implies a two-way communication involving dialogue (kick off meeting, toolbox-talk, EHSS meetings, EHSS committees, etc.) and exchanges (leaflets, notices published on the informational panels, risks assessment sheets, etc.) during LMP implementation. Consultation process involves the timely provision of the information necessary for workers to give informed feedback to be considered by Contractor before making a decision. Participation process enables workers to contribute to decision-making processes on LMP performance measures, proposed changes and continual improvement of the labour process.

Feedback from the consultation process or the complaint mechanism (CM) on the LMP implementation is dependent upon worker participation. The General Contractor shall therefore ensure that workers at all levels are encouraged to report hazardous and other situations, so that preventive measures can be put in place and corrective action taken.

The reception of suggestions, grievances, complaints, proposals for improvements, suggestions received from workforce shall be a free or anonymous format and the consultation process will be more effective if workers do not fear the threat of dismissal, disciplinary action or other such reprisals when making them.

[10] Source: GD no. 95/2009 Organization activities for the protection of workers at the workplace and prevention of professional risks - https://www.legis.md/cautare/getResults?doc_id=123544&lang=ro#

The General Contractor shall consult their workers, these include, but are not limited to:

- The provision and use of PPE on construction and operational sites;
- Safe systems of work;
- OHS risk assessments;
- Training issues;
- The introduction of processes, etc. that may affect workers health and or safety;
- Changes of materials being used;
- Organizational structure changes;
- The arrangements for appointing and/or nominating competent persons to assist in complying with OHS obligations & requirements;
- Emergency arrangements and procedures;
- Welfare issues for men, women, persons with disabilities, pregnant women, etc.;
- Incentive schemes;
- Introduction of policies e.g. no smoking, drug/substance abuse and use, alcohol use and abuse.

The OHS committee agenda shall normally include subjects which are / were of concern to employees on various health and safety issues. The agenda items that may be typically included are:

- The outcomes of any recent inspection by the enforcing authorities;
- The outcomes of any third-party audits (the state supervision agencies) that relate to EHS issues;
- Any recent accidents, incidents and near misses – reports and outcomes;
- Any problems arising from workplace inspections, e.g. housekeeping, blocked fire exits etc.
- Also, areas such as the identification of unsafe acts, conditions and hazards that have been reported and perhaps not suitably rectified;
- Other topics may include, stress at work, due to long hours, or environmental conditions, manual handling issues, worker dissatisfaction with welfare arrangements, food and catering contractors etc.;
- Changes in legislation, in technical design, and their likely impact;
- Outcomes of risk assessment and safe working system reviews;
- Accident, incident, sickness, absence and ill health statistics, etc.;
- Complaints from direct and subcontracted workers, supply chain, community workers and from affected persons, LPA, CPA, etc.
- Workplace inspection scheduled.

5.4.2 Participation of workers

The General Contractor shall consult its personnel on labour and OHS problems, as well as other relevant aspects. It will also ensure that the workforce is involved in the decision-making process. This will be based on the identified labour and OHS risks specific to the construction and operational stages. The aim is to facilitate the workforce's participation in labour and OHS management on construction and operational sites.

The General Contractor shall provide a formal grievance mechanism for workers to raise workplace concerns in order to ensure effective communication with the workforce. The General Contractor shall inform workers of the complaint mechanism (CM) at the time of recruitment and ensure it is easily accessible to them. The complaint mechanism (CM) involves an appropriate level of management and addresses concerns promptly, using an understandable and transparent process that provides timely feedback to those concerned, without any form of retribution. The CM shall allow for anonymous complaints to be raised and addressed. The mechanism does not impede access to other judicial or administrative remedies that might be available under the law or through existing arbitration procedures, or substitute for grievance mechanisms provided through collective agreements. The Grievance Form is presented in Annex 2.

The purpose of the workforce participation is to meet and discuss safe working conditions and procedures and other documentations specific for LMP implementation by the General Contractor and Employer.

The General Contractor is responsible for establishing Labour & OHS Committees[11] and the scope of the Committees are to set guidelines for organizing the committee, the structure of the committee, meeting frequency, and the roles and responsibilities of committee members.

The consultation and participation process within the Committees should include the following topics: (i) The Employer LMP Policy, (ii) Identified labour and OHS risks, (iii) injury incidents, (iv) equipment failures, (v) near misses incidents, (vi) damages, (vii) inspections, due diligence and audit results, (viii) maintenance and modification, (ix) procedural changes, (x) environmental incidents, (xi) social aspects (complaints, grievances, proposals, etc.), (xii) management of change, etc.

The following channels through which workforce can address or submit complaints/suggestions/proposal for improvement regarding the smooth implementation of the LMP:

Table 5-1: Grievance redress mechanism for labour management and OHS process

National Road Administration (NRA)	The Straseni District Council	The Ialoveni District Council
mun. Chișinău, str. Bucuriei, 12A MD 2004 Tel. (Green Line): (+373)78 337 744 Tel. (Green Line): (+373)60 477 117 Relații cu presa: (+373) 60477004 Email: cancelaria@andsa.md, serviciu@andsa.md, presa@andsa.md	**Address:** 28 Mihai Eminescu Street, Strășeni Municipality **Tel.:** +373 (237) 2-36-30; +373 (237) 2-20-58 **E-mail:** consiliulraional@crstraseni.md **Website:** https://crstraseni.md/index.php?l=ro	Ialoveni District Council MD-6801, 33 Alexandru cel Bun Street, Ialoveni, Republic of Moldova; Tel.: +373 268 20 007; E-mail: ialoveniconsiliu@gmail.com. Web site: https://il.md/
Verbal complaints addressed to Project staff could be recorded in writing by the receiver and submit to Employer for revising the Project's specific LMP and PC Report.		

[11] Source: https://www.legis.md/cautare/getResults?doc_id=123544&lang=ro#

If the complainants will use the other existing the Employer channel for grievances[12] these grievances will be directed to the Employer and PIU.

[12] Source: https://www.andsa.md/contacte/

6 PLANNING

6.1 Actions to address risks and opportunities

6.1.1 General procedure

The purpose of the risk assessment procedure is to determine the dangers that it can control and influence, and their associated risks, considering the project life cycle (construction and operational). The procedure describes responsibilities, approach and methodology for identifying, assessing and controlling risks specific to the construction and operational stages.

The risk assessment objectives are the following:

- To identify, evaluate and manage risks and impacts of the project in a manner consistent with the EBRD's PR no.1 and PR no.2, PR no. 4 and applicable national OHS laws;
- To adopt a mitigation hierarchy approach to: (a) Anticipate and avoid risks and impacts; (b) Where avoidance is not possible, minimize or reduce risks and impacts to acceptable levels; (c) Once risks and impacts have been minimized or reduced, mitigate; and (d) Where significant residual impacts remain, compensate for or offset them, where technically and financially feasible;
- To adopt differentiated measures so that adverse impacts do not fall disproportionately on the disadvantaged or vulnerable, and they are not disadvantaged in sharing development benefits and opportunities resulting from the project;
- To utilize national labour & OHS institutions, systems, laws, regulations and procedures in the assessment, development and implementation of projects, whenever appropriate;
- To promote improved labour & OHS performances, in ways which recognize and enhance the Employer capacity.

6.1.2 Hazards identification and assessment of risks and opportunities

6.1.2.1 Hazard identification

6.1.2.1.1 General

Hazard identification is an essential preliminary step in the process of assessing labour and health and safety risks. It involves a thorough evaluation of the working environment to identify any task, equipment, workplace condition, or other factor that has the potential to cause harm.

The implementation of prevention and control measures in relation to occupational hazards is to be based on thorough job safety or job hazard analyses. The results of these analyses are to be given priority as part of an action plan, with the likelihood and severity of the consequences of exposure to the identified hazards being taken into account. This is to be achieved through qualitative risk ranking or analysis matrix in order to facilitate the identification of priorities.

Hazards can be classified according to eight distinct groups to further assist in identifying all the associated hazards. These eight groups are:

- Physical – noise, vibrations, trip, slip, and fall hazards, amidst others.
- Mechanical – moving parts, exposed parts, and others.
- Electrical – poor wiring, unprotected electrical outlets, overloading strips and outlets, failure to de-energized devices before working on them, and several others.
- Ergonomic – manual handling, lack of adequate illumination, noise, heat, vibration, incorrect postures, and others.
- Biological – mold, fungi, sewage, airborne pathogens, and others.
- Chemical – paints, drugs, cleaning chemicals, degreasers, and several others.
- Behavioural – taking shortcuts, non-compliance, unsafe acts, using homemade equipment or quick fixes, and others.
- Psychological – stress, bullying, violence, burnout, harassment, victimization, and others.

The Plan stipulates the requirements that will enable the Employer to achieve the intended outcomes set out for LMP. During the construction phase and operational stage, the General Contractor is responsible for construction works on site, while the Employer is responsible for the operational stage.

According to the EBRD's PR no.1 Assessment and Management of ES Risks and Impacts are presented in the figure below.

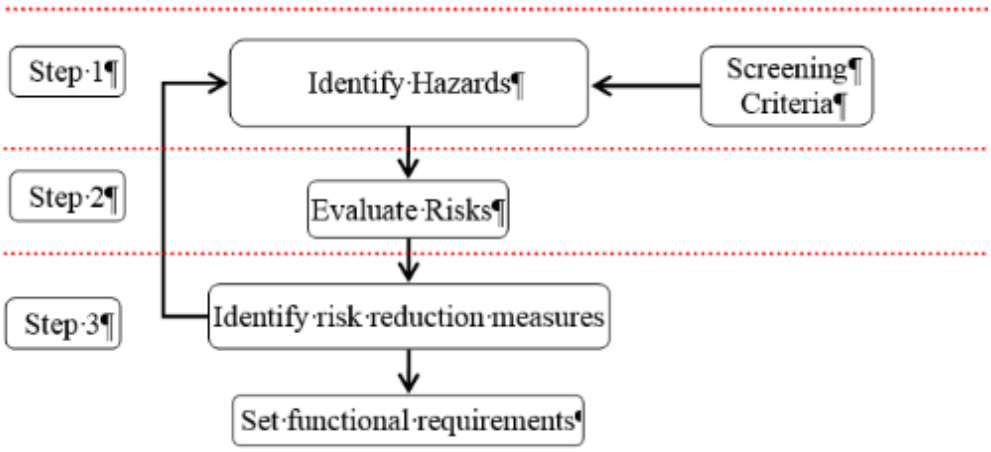


Figure 6-1: Risks assessment procedure/methodology

The risk assessment approach specific for detailed design stage is to determine dangers, assess risks, establish requirements for controlling risks and setting functional requirements for contributing to sustainable development for construction and operation phase by:

- protecting the workforce[13] & community by preventing or mitigating identified labour & OHS risks;
- mitigating Labour & OHS risks and conditions on the construction and operational stages;
- assisting the General Contractor and the Employer in the fulfilment of compliance obligations by developing their own Labour and OHS documents;
- enhancing Labour & OHS performances specific for construction and operational stages;
- controlling or influencing the way the General Contractor and Employer's products and services are designed, manufactured, distributed, consumed and disposed by using a life cycle perspective that can prevent Labour & OHS risks from being unintentionally shifted elsewhere within the life cycle;
- achieving financial and construction and operational benefits that can result from implementing Labour & OHS sound alternatives that strengthen the Contractor & Employer's market position;
- communicating Labour & OHS risk (LMP) information to relevant stakeholders.

6.1.2.1.2 Screening criteria for risk assessment process

6.1.2.1.2.1 The EBRD requirements

According to the EBRD's PR no.1 Assessment and management of ES risks and Impacts[14] process, the Borrower will manage environmental and social risks and impacts of the project throughout the project life cycle in a systematic manner, proportionate to the nature and scale of the project and the potential risks and impacts.

Borrower will conduct environmental and social assessment at the detailed design stage to help ensure that project is environmentally and socially sound and sustainable. The environmental and social assessment will be proportionate to the risks and impacts of the project. It will inform the design of the project, and be used to identify mitigation measures and actions and to improve decision making.

During the risk assessment at the design stage, the following requirements are applicable:
(i) Labour and Working Conditions,
(ii) Health and safety and Security
(iii) Land acquisition, restriction on land use and involuntary resettlement;
(iv) Cultural Heritage
(v) Stakeholders Engagement

[13] Workforce include: direct, subcontracted, supply chain workers, community workers (temporary or permanent, sessional, etc.), and other interested parties in providing services and consultancies.
[14] Source: https://www.ebrd.com/home/news-and-events/publications/institutional-documents/environmental-and-social-policy-2024.html

6.1.2.1.2.2 The applicable Republic of Moldova ES requirements

According to the Environmental Decision[15] no. 24 of August 12th 2025 issued by the Environmental Agency for the Moldova Road Project V and the applicable ES and technical legislation of the Republic of Moldova, in order to ensure the quality criteria for the designed facility, in the design documentation shall be included, the following essential requirements: **A** - strength and stability; **B** - operational safety; **C** - fire safety; **D** - hygiene, human health, restoration and protection of the environment; **E** - thermal insulation, water repellent and energy saving, **F** - protection against noise and **G** – sustainable use of natural resources.

The preparation of the design documentation is a prerequisite for holding the Planning Town Urbanism Certificate for Design (PTUCD), issued by the Straseni and Ialoveni District Councils (LPAs) and Chisinau Municipality. This is based on the technical concept for design with initial data for design and the results of technical surveys, taking into account the solutions adopted in urban planning documentation. The Urbanism Certificate for Design is a mandatory planning document issued by the Straseni and Ialoveni District Councils (LPAs) and Chisinau Municipality. It informs the Employer of the requirements and components that characterise the legal, economic, technical and architectural-urbanistic regime of a building or plot of land, as set out in the land use and urban planning documentation. It also allows for the preparation of project documentation.

The General Contractor is responsible for developing the basic and detailed design, as well as the technical concept for design based on UCD. This is to be undertaken in accordance with the category, importance, type and complexity of the object/facility. The General Contractor will also establish the elaboration phases of the design documentation.

The basic and detailed design must, by its form and content, be in line with the valid standards and regulations in Moldova, in order to acquire necessary approvals, permits and licenses based on it.

6.1.2.1.2.3 Stakeholders participation on design process

The following documents have been received before starting the detailed design process issued by the State Supervision Agencies in order to be in compliance with applicable Republic of Moldova ES requirements for rehabilitation process of the road:

- Urbanism Certificate for Design issued by the Straseni and Ialoveni Districts Councils,
- Urbanism Certificate for Design issued by the Chisinau Municipally Council
- Sanitary Notice issued by the Chisinau Centre for Public Health,
- Archaeological Notice issued by the National Archaeological Agency,
- Notice issued by the Ministry of Culture,
- Technical Notice issued by the National Inspectorate for Technical Supervision,

[15] Source: https://www.andsa.md/acorduri-de-mediu/

- Technical conditions no. issued by stakeholders (SE Moldelectrica, ICS Premier Energy, JSC Moldova-Gaz, SA Vestmoldtransgaz, JSC Moldtelecom, Intelligence and Security Service (SIS), National Road Police, SE Moldsilva, etc.);
- Method Statements specific for reconstruction process developed by the Designer Consultant.

6.1.2.2 Risk assessment

The risk identification process results in a comprehensive and non-overlapping list of risk mitigation measures. The risks identified during the detailed design phase form the basis for estimating and managing project mitigation measures. Changes and improvements to the design also lead to new risks, which must be assessed and controlled. Risks that are part of the LMP must be monitored, controlled and managed throughout the design process, and during project implementation (construction) and operation.

The risk assessment procedure at the detailed design stage is a rigorous process that involves the identification of potential dangers, the assessment of risks, and the implementation of mitigation measures for both construction and operational stages. These measures are designed to respond to changing environmental and social conditions, while also taking into account the socio-economic needs of the workforce and the community.

Identified hazards have been assessed and mitigation measures are proposed in the Table 6-1.

Table 6-1: Hazards identification and risk assessment

No.	Hazards	MH	OH	Consequences	Proposed initial control	Initial Risks	Additional Control Requirements	Residual Risks	Responsible
1	**Demolition Stage**								
1.1	- Remove the upper layer of asphalt - Demolished the concrete layers - Excavate the foundation - Demolished old bridges - Dismantling old culverts - Cutting trees and bushes - Demolished old traffic signs - Demolished old milestones - Demolition of the existing OHTL	**x**		Personnel injuries Vehicle incidents & accidents on-site Emergency situation Accidental pollution Equipment damage Community Health & Safe Road safety Noise and vibration Dust Solid wastes OHS	- Specific control measures for the work location as per the need of the point/area. - All drivers /operators to be thoroughly familiarized with the safety rules to be followed during demolition process. - Dissemination of the method statement to the Engineer to familiarize all workers about the work carried out. - Provide training regarding ES aspects and mitigation measures specified in the Project's specific ESMP, CoC - Tool Box talks conducted at the site before starting work. - Regular check-up of vehicles & equipment - Signboards and demarcation of working area - Provide on-site firefighting extinguishers & first aid kits - Provide on-site spills and leakage kits - Developed a communication plan in case of emergency - Keep under control refuelling of vehicles & equipment - Ensure proper supervision	Moderate	- Contractor shall develop its own OHS Plan with specific roles & responsibilities - Contractor shall control PPE on site - Contractor shall ensure air quality on site by performing air measurement - Contractor ensure Community health and safety	Low	Contractor shall assess residual risks and control risks
2	**Rehabilitation works**								
2.1	- Preparatory works - Earthworks - Pavement works - Bridges and overpasses - Drainage structures - Incidental construction - Road marking and signing - Engineer services	x		Personnel injuries Vehicle incidents & accidents on-site Emergency situation Accidental pollution Equipment damage Community Health & Safe Road safety	Ensure that competent and trained workers are on site • Specific control measures for the work location as per the need of the point/area. • All drivers /operators to be thoroughly familiarized with the safety rules to be followed. • Dissemination of the method statement to the Engineer to familiarize all workers about the work carried out. • Provide training regarding ES aspects and mitigation measures specified in Project's specific ESMP, CoC and SEP	Moderate	- Contractor shall develop its own OHS Plan with roles and responsibilities for OHSP implementation - Contractor shall develop a Code of Conduct and perform training on sites	Low	Contractor shall assess residual risks and control risks

No.	Hazards	MH	OH	Consequences	Proposed initial control	Initial Risks	Additional Control Requirements	Residual Risks	Responsible
				Noise and vibration Dust and smog Solid wastes OHS	• Tool Box talks conducted at the site before starting work. • Regular check-up of vehicles & equipment • Signboards and demarcation of working area • Provide on-site firefighting extinguishers & first aid kits • Provide on-site spills and leakage kits • Developed a communication plan in case of emergency • Keep under control refuelling of vehicles & equipment • Ensure proper supervision		- Contractor shall develop Human Resource Plan (CHRP) and Procedures, and hire competent workers		

Contractor shall control Residual Risks by developing Contractor's OHS Plan, Code of Conduct, LMP, TMP, etc. Risk is considered Moderate without controlling Residual Risks by the Contractor.

6.1.3 Legal requirements and other requirements

6.1.3.1 General

The International Labour Organization (ILO) has been active in Moldova since 2005, implementing several Decent Work Country Programs (DWCPs). The current DWCP, covering the period from 2021 to 2024, encompasses the following three priority areas: (i) Inclusive and productive employment for youth, (ii) Effective protection at work, and (iii) Improved social dialogue. To support these priorities, the International Labour Organisation (ILO) has successfully mobilised voluntary contributions totalling US$ 3.6 million as of early 2023. These funds will be used to cover job creation, working conditions (including formalisation), occupational safety and health, minimum wages, childcare provision and vocational training.

The Association Agreement between the European Union and the European Atomic Energy Community[16] and their Member States and the Republic of Moldova was signed on June 27, 2014[17]. The Agreement was ratified by the Parliament of the Republic of Moldova on July 2, 2014 and by the European Parliament on November 13, 2014. Following the signature of the Agreement, the country committed to implement the relevant environmental legislation of the European Union into its national legal system by adopting or changing national legislation, regulations and procedures aiming at political association and economic integration with the EU. This Agreement includes binding provisions, regulatory norms and broader cooperation arrangements in all sectors of interest. Therefore, the EU directives have become directly relevant to all aspects of green city development and are discussed separately per sector and key issue. The achievement of commitments started with the adoption of the National Implementation Plan[18] of the EU-Moldova Association Agreement for 2014-2016.

The Republic of Moldova ratified 43 Conventions and 1 Protocol:
- Fundamental Conventions: 10 of 10;
- Governance Conventions (Priority): 4 of 4;
- Technical Conventions: 29 of 177.

Out of 43 Conventions and 1 Protocol ratified by the Republic of Moldova[19], of which 42 are in force, 2 conventions and 0 Protocol have been denounced; none have been ratified in the past 12 months. The following ILO's documents are ratified by the Republic of Moldova. The ratified Conventions and protocols are presented in the table below.

6.1.3.2 Applicable Labour & OHS laws of the Republic of Moldova

The Constitution of the Republic of Moldova

[16] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:22014A0830(01)
[17] Source: https://www.legis.md/cautare/getResults?doc_id=15861&lang=ro
[18] DG no. 808/2014: https://www.legis.md/cautare/getResults?doc_id=88616&lang=ro#
[19] Source: https://ism.gov.md/ro/legisla%C5%A3ia

The Constitution[20] is the Supreme Law of the Republic of Moldova and no law or other legal act that contravenes the provisions of the Constitution has legal force.

The Republic of Moldova undertakes to respect the United Nations Organization Chart[21] and the treaties to which it is a party, to base its relations with other states on the unanimously recognized principles and norms of international law.

According to the Constitution of the Republic of Moldova, article 44, **the forced labour is forbidden**.

According to the Constitution, art. 43 The right to work and to work protection:
(1) Every person has the right to work, to free choice of work, to fair and satisfactory working conditions, as well as to protection against unemployment.
(2) Employees have the right to labour protection. The protection measures concern the safety and hygiene of work, the working regime of women and young people, the establishment of a minimum wage for the economy, the weekly rest, paid rest leave, the performance of work in difficult conditions, as well as other specific situations.
(3) The duration of the work week is no more than 40 hours.
(4) The right to negotiations in labour matters and the binding nature of collective agreements are guaranteed.

The Labour Code of the Republic of Moldova

The basic principles of the regulation of labour relations[22] and other relations directly related to them, principles that emerge from the norms of international law and those of the Constitution of the Republic of Moldova, are the following:
a) freedom of work, including the right to work freely chosen or accepted, the right to dispose of one's work capacities, the right to choose one's profession and occupation;
b) prohibition of forced (compulsory) work and discrimination in the field of labour relations;
c) protection against unemployment and providing assistance for placement in the field of work;
d) ensuring the right of each employee to fair working conditions, including working conditions that meet the requirements of safety and health at work, and the right to rest, including the regulation of working time, the granting of annual rest leave, rest breaks daily, rest days and non-working holidays;
e) equality in rights and opportunities for employees;
f) guaranteeing the right of each employee to full and fair payment of the salary on time, which would ensure a decent existence for the employee and his family;
f[1]) equal remuneration for equal work or work of equal value;
g) ensuring the equality of employees, without any discrimination, when advancing in the service, taking into account work productivity, qualification and length of service in the specialty, as well as professional training, recycling and improvement;

[20] The Constitution of the Republic of Moldova: https://www.legis.md/cautare/getResults?doc_id=136130&lang=ro#
[21] UN Organisation Chart: https://www.un.org/en/delegate/page/un-system-chart
[22] Labor Code no. 154/2003: https://www.legis.md/cautare/getResults?doc_id=137770&lang=ro#

h) ensuring the right of employees and employers to associate for the defence of their rights and interests, including the right of employees to join unions and be union members and the right of employers to join employers and be members of employers;
i) ensuring the right of employees to participate in the administration of the unit in the forms provided by law;
j) combining state regulation and contractual regulation of labour relations and other relations directly related to them;
k) the obligation of full repair by the employer of the material and moral damage caused to the employee in connection with the fulfilment of work obligations;
l) establishing state guarantees for ensuring the rights of employees and employers, as well as exercising control over their compliance;
m) ensuring the right of each employee to defend his rights and freedoms at work, including by notifying the supervisory and control bodies, the labour jurisdiction bodies;
n) ensuring the right to settle individual labour disputes and collective labour conflicts, as well as the right to strike, in the manner established by this code and other normative acts;
o) the obligation of the parties to collective and individual labour contracts to comply with the contractual clauses, including the right of the employer to demand from the employee the fulfilment of work obligations and the manifestation of a household attitude towards the employer's assets and, respectively, the right of the employee to demand from employer's fulfilment of obligations towards employees, compliance with labour legislation and other documents containing labour law norms;
p) ensuring the right of trade unions to exercise public control over compliance with labour legislation;
r) ensuring the right of employees to defend their honour, dignity and professional reputation during work;
s) guaranteeing the right to mandatory social and medical insurance of employees.

Labour and Social Policy and Normative Acts of the Republic of Moldova

The Republic of Moldova is characterized by a new legislative base, that most of it was harmonized with EU Acquis Communautaire according to Association Agreement[23].

Some of the main laws related to the project proposal and activities that will be implemented are presented in the Table below. The compliance with applicable labour and OHS requirements is described in the chapter 9.

Table 6-3: Main national legal labour & OHS laws and acts relevant to the Project

Legal act	General overview	Relevancy with the Project
Labour Code no. 154/2003	The code regulates all individual and collective labour relations, control of the application of regulations in the field of labour relations, labour	The law is relevant and is mandatory to be followed in the

[23] Sources: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:22014A0830(01)

Legal act	General overview	Relevancy with the Project
	jurisdiction, as well as other relations directly related to labour relations.	implementation process, ensuring labour & OHS issues.
Law no. 278/1999 Recalculation of the compensation amount for the damage caused to employees following mutilation	The law regulates the rights of persons with mutilation of as result of work incidents and requirements for ensure compensations for mutilated workers	The law is relevant and is mandatory to be followed in the implementation process, ensuring labour & OHS issues.
Law no. 756/1999 Insurance for work accidents & occupational diseases	The law regulates the rights of persons with occupational diseases and work incidents and requirements for ensure compensations for work accidents & occupational diseases	The law is relevant and is mandatory to be followed in the implementation process
Law no. 1432/2000 Method of establishing & re-examining the minimum wage	The law regulates the rights of persons at the minimum wage	The law is relevant and is mandatory to be followed in the implementation process, ensuring salary for workers
Law no. 847/2002 Salaries	The law regulates the rights of persons to have salaries at the working places	The law is relevant and is mandatory to be followed in the implementation process, ensuring salary for workers
Law no. 289/2004 Allowances for temporary incapacity for work & other social insurance & benefits	The law regulates the rights of persons to have allowances for temporary incapacity for work & other social insurance & benefits	The law is relevant and is mandatory to be followed in the implementation process
Law no. 131/2012 State control over entrepreneurial activity	The law regulates the rights of entrepreneurial activity control by state	The law is relevant and is mandatory to be followed in the implementation process
Law no. 152/2012 regarding the minimum subsistence	The law regulates the minimum subsistence for workforce on the construction site	The law is relevant and is mandatory to be followed in the implementation process
Law[24] on Social Inclusion of Persons with Disabilities #60/2012	The law regulates the rights of persons with disabilities for their social inclusion, guaranteeing the possibility of their participation in all areas of life without discrimination, at a level identical to the other members of the society, having as a basis the respect of fundamental human rights and freedoms	The law is relevant and requires measures for ensuring the participation of person from socially vulnerable groups in the project activities during the project life cycle
Law no. 105/2018 Promotion of employment & unemployment insurance	The purpose of the law is to prevent and reduce unemployment and its social effects, reduce the risk of unemployment and ensure a high level of employment & adapting to the demands of the labour market	The law is important to ensure the rights of employees
Law no 123/2010 Social Services	The law establishes the general framework for the creation and functioning of the integrated system of social services, with the determination of the tasks and responsibilities of the central and local public administration authorities, of other legal and natural persons empowered to provide and provide social services, as well as the protection	The provisions of the law are important for ensuring the quality of public services and respecting the interests of consumers

[24] Source: https://www.legis.md/cautare/getResults?doc_id=139006&lang=ro#

Legal act	General overview	Relevancy with the Project
	of the rights of the beneficiaries of social services;	
Law[25] on State Supervision of Public Health #10/2009	This law regulates the organization of the state supervision of public health, establishing general requirements to public health, the rights and obligations of physical persons and legal entities, procedure for the organization of system of the state supervision of public health.	It is relevant for the project and its stipulations need to be reflected in the ESA documents
Law[26] on occupational safety & health #186/2008	The Law transposed the Directive 89 / 391 /EEC on the introduction of measures to encourage improvements in the safety and health of workers at work, etc.	The law is relevant and is mandatory to be followed during the project life cycle in order to protect workforce
Law[27] on ensuring equal opportunities between women and men # 5/2006	The Law transposed the Directive 2004/113/CE implementing the principle of equal treatment between men and women in the access to and supply of goods and services	The provisions of the law are important for promoting women's interests in exercising their rights in labour relations during the project life cycle
Law on Access to Information no. 148/2023	The law regulates the interaction between the providers of information and individuals and/or legal entities during the exercise of their constitutional right to access information, the rights of applicants for obtaining the information, the obligations of information providers to ensure access to official information, methods of safeguarding the right to information	This is relevant for ensuring disseminating information about implementation of the project and about potential ES impacts
Law[28] on Freedom of Expression # 64/2010	This Law guarantees right to freedom of expression and regulates the balance between right to freedom of expression and defence of private and family life	This is relevant for ensuring disseminating information about implementation of the project and about potential ES impacts
Law no. 239/2008 Transparency in Decision Making	The law refers to the transparency of information linked with the decision-making process and to the consultation of stakeholders when drafting decisions	This is relevant for ensuring disseminating information about implementation of the project and about potential ES impacts
Administrative Code[29] of Republic of Moldova # 116/2018	The Code establishes procedure for consideration of petitions of the RM citizens addressed to the relevant authorities/bodies for the purpose of ensuring protection of petitioners' rights and legitimate interests	This is relevant for ensuring for the early collection of information regarding the risks of non-compliance with ES standards
Law no. 436/2006 Local public administration	The law establishes the rights, obligations and competences of the local public administration	The provisions of the Law are relevant to proposed activities on created of SIMCs and the activities of collaboration of all stakeholders with the SIMCs.

[25] Source: https://www.legis.md/cautare/getResults?doc_id=142435&lang=ro#
[26] Source: https://www.legis.md/cautare/getResults?doc_id=142433&lang=ro#
[27] Source: https://www.legis.md/cautare/getResults?doc_id=144448&lang=ro#
[28] Source: https://www.legis.md/cautare/getResults?doc_id=141515&lang=ro#
[29] Source: https://www.legis.md/cautare/getResults?doc_id=144471&lang=ro#

6.1.3.3 The EBRD's Performance Requirements

The EBRD[30] promotes environmentally sound and sustainable development in all its activities. Specifically, for the Moldova Road Project V, it recognises that environmental and social sustainability is fundamental to achieving outcomes that are consistent with the Project's development objectives.

Implementation of the Environmental and Social Action Plan specific

The Environmental and Social Action Plan (ESAP) took into consideration the findings of the environmental and social assessment and the due diligence and results of the of engagement with stakeholders performed by the Employer and EBRD at the preparation phase of the project. ESAP sets out the material measures and actions required to avoid, minimize, reduce or otherwise mitigate the potential ES risks and impacts of the Moldova Road Project V. The Employer shall implement diligently the measures and actions established in ESAP, review, monitor and report ES performances.

The Moldova Road Project V is expected to be designed, constructed and operated in compliance with EBRD's ESR no.1, ESR no. 2 and ESR no. 10 relating to environmental and social sustainability development. Except as otherwise specified in the ESAP, the Employer shall cause any contractor to, carry out the project in accordance with the designated ES requirements. Without limiting the foregoing, the Employer shall diligently implement and adhere to the ESAP and monitor the implementation of such plans in accordance with the monitoring provisions contained in such plan.

6.1.4 Actions for risks control

The employer will implement the present LMP by taking actions to control labour and working conditions (OHS) risks during the construction and operational stages, in order to comply with the specific labour management policy.

At the construction stage, the contractor will implement mitigation measures identified in the present LMP by developing their own OHS plan. Documents developed by the contractor must be approved by the engineer, based on the project's labour management policy and procedures.

At the operational stage, the employer will implement mitigation measures identified in the present LMP by developing their ESMS to be in compliance with global international practices and the applicable laws of the Republic of Moldova.

[30] Source: https://projects.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards

6.2 LMP objectives and actions to achieve them

6.2.1 LMP objectives

The objective of the LMP is to provide, during the implementation of the present plan at the construction and operational stages, a consistent and systematic approach to promote Labour and working conditions (OHS culture) at each working place for indoor and outdoor for direct and contracted workers by:

a) Complying with established operating criterion specific for construction and operational stages,

b) Having competent personnel with defined role and responsibilities to operate risks specific for construction and operational stages,

c) Communicating the LMP's requirements implementation to subcontractors, supply chain and all interested parties specific for construction and operational stages,

d) Adopting the present LMP by subcontractors during the construction and operational stages;

e) Controlling high risks by implementing Permit to Work system and establishing safety operational procedures specific for construction and operational stages,

f) Controlling risks which can trigger emergency situations specific for construction and operational stages,

g) Monitoring and measuring all identified risks, and

h) Improving continually labour and working condition (OHS process) on construction and operational sites and report performances to the Engineer and other interested parties.

6.2.2 Actions to achieve LMP objectives

LMP's objectives are consistent with the Project's specific Labour Management Policy, measurable, monitored, and communicated to Engineer, the General Contractor, stakeholders and all interested parties.

At the Construction stage, the General Contractor shall implement Labour Management Policy with requirements described in the present document and develop its own Contractor's Human Resource Policy and Procedures and the Contractor's Labour Management Plan. Labour & OHS performances shall be incorporated in the Monthly Progress Reports by the General Contractor and submit documents for revision and approval to the Engineer.

At the operational stage, the Employer shall implement Labour & working conditions (OHS requirements) described in the present procedure and develop its own ES Management System[31] comprising Labour & working conditions aspects. Labour & working conditions performances shall be reported to the State Authorities and other interested parties.

[31] Source: https://www.ifc.org/en/insights-reports/2015/publications-handbook-esms-general

Table 6-4: Actions to achieve LMP Objectives specific for construction stage[32]

No.	Objectives	Actions (What shall be done)	Resources	Responsibility to control	When	How to evaluate results	How to achieve objectives (KPIs)
1	Comply with Labour Management Policy, applicable laws and PR no.2	Develop the Contractor's Labour Management Policy by taking into consideration the PIU's commitment & legal requirement to prevent incidents/accident on sites	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before starting the construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Audit reports Approved Policy by Eng. Permits & authorisations Construction Permit Site Construction Book
1	Comply with safety operating criterion	Identify dangers, assess risks and control risks by using Job Safety Analysis (JSA) Develop SOPs for high risks (working at heights, excavation, cutting and welding, etc.) Develop Contractor's own OHS Plan etc.	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Filled in JSA Approved Contractor's L&OHS Plans by Eng. Approved SOPs
2	Human Resources management	Establish a HR Policy and document it Select competent personnel using transparent criterion of personnel selection and hiring Established role for each worker in Job Description Sign a Contract of Service with each worker Personnel on sites	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities The list of personnel	Approved HR Policy by Engineer Competence records Signed Job Description Signed Contract Personnel on site records
3	Training process	Develop a Training Plan specific for construction activity Performed trainings for direct and contracted workers Performed emergency simulation training	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Approved TP Training records Emergency training records
4	Communication the L&OHS Policy	Establish OHS Committee for workforce with a GM and channel for feed-back		Contractor	Before & during construction	Pre-construction audit Construction audit	OHS Committee records GM records

[32] NOTE: The Employer shall comply with provision of the Labor Code, Occupational Health and safety law no.186/2008 and other applicable requirements during oprtation stage.

No.	Objectives	Actions (What shall be done)	Resources	Responsibility to control	When	How to evaluate results	How to achieve objectives (KPIs)
		Train direct & contracted workers regarding the provision of L&OHS Policy, Risks Assessment Records, SOPs, PTW, etc Induction of visitors and stakeholders	Financial, human, natural, technology, infrastructure, etc.)			Site inspections (Engineer) Inspections performed by State Authorities	Training/Induction records
5	Control subcontractors and suppliers	Include the requirements of compliance with the present LMP in contract of service with subcontractors & suppliers Ensure that subcontractors designated a representative to be responsible for Labour & OHS aspects on construction sites Train the contracted workers with provision of the Contractor's approved Plans	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Contract of service with L&OHS requirements Subcontractor's designated Representative Trainings records
6	Control high risks	Implement a PTW system on construction sites Coordinate PTW with Engineer and at the end of work close down the PTW by the Engineer Provide specific SOP at each working place	Financial, human, natural, technology, infrastructure, etc.)	Contractor	During Construction & Operation	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Register of PTW Records PTW List/register of approved SOPs
7	Control emergency risks	Identify all emergency situation for normal & abnormal cases specific for construction sites within the JSA procedure Develop & implement the Emergency Preparedness & Response Plan (EPRP) specific for normal & abnormal risk (flooding, earthquake, med-evac, etc.) Provide emergency equipment on construction sites to be maintained and ready for use Provide first aid kits & facilities for rendering first aid in case of emergency Test EPRP, revise emergency plan & train personnel	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Site Inspection Reports Audit Records Simulation Reports Non-conformity reports Training records Emergency records Incident reports Workforce complaints Maintenance reports Verification reports
8	Monitor & measure	Contractors' process Workforce competence and training process Revision annually Contractor's Plans and programs	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer)	Numbers of PTW issued Competence register Monitoring records

No.	Objectives	Actions (What shall be done)	Resources	Responsibility to control	When	How to evaluate results	How to achieve objectives (KPIs)
		Workforce health survey Equipment maintenance Emergency equipment Subcontractors and suppliers Monitoring and measurement equipment				Inspections performed by State Authorities	Health survey records Maintenance reports Contract of service with subcontractors Maintenance reports for EMM
9	Continually improvement and performances reporting	Incidents notification and investigation Non-conformities and corrective actions Performances reporting	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities	Non-conformity reports Registry of NCRs Incident investigation reports Audit reports MPR
10	Community Health and Safety	Develop the Contractor's Community Health and Safety by taking into consideration the following aspects (i) water quality and availability, (ii) structural safety, (iii) life and safety protection, (iv) traffic safety, (v) transport of hazardous materials, (vi) diseases prevention, (vii) emergency situation and Employer's Labour Management Policy & applicable legal requirement (WB and RM) to protect communities on sites	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities Emergency Preparedness and Response Plans and records	Non-conformity reports Registry of NCRs Incident investigation reports Audit reports MPRs Complaints from communities Complaints from State Authorities
11	Site organization Concrete/Asphalt Plants	The Contractor shall ensure that for Site Organisation all permissive documents are in place and additionally an ESHS Plan shall be developed and approved by the Supervision Consultant (Engineer).	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer) Inspections performed by State Authorities Emergency Preparedness and Response Plans and records	Non-conformity reports Registry of NCRs Incident investigation reports Audit reports MPRs Complaints from communities Complaints from State Authorities
12	Accommodation process	The Contractor shall ensure that direct personnel are accommodated be respecting the Contract provision and provision of the applicable ES laws of the Republic of Moldova.	Financial, human, natural, technology, infrastructure, etc.)	Contractor	Before & during construction	Pre-construction audit Construction audit Site inspections (Engineer)	Non-conformity reports Registry of NCRs Incident investigation reports Audit reports

No.	Objectives	Actions (What shall be done)	Resources	Responsibility to control	When	How to evaluate results	How to achieve objectives (KPIs)
						Inspections performed by State Authorities Emergency Preparedness and Response Plans and records	MPRs Complaints from communities Complaints from State Authorities

7 SUPPORT

7.1 Resource

The General Contractor's Human Resources process is to be in accordance with the Labour Code of the Republic of Moldova and other applicable labour and OHS laws. This process is to be implemented in a manner that respects the following principles:

- Working Condition and Terms of Employment
- Non-Discrimination and Equal Opportunity
- Retrenchment
- Protecting the Work Force
- Child Labour
- Forced Labour
- Workers Engaged by Third Parties
- Etc.

The General Contractor shall carry out their activities in accordance with the Republic of Moldova's other legal requirements and hire appropriately qualified personnel for executing site-specific construction and operation tasks.

The General Contractor shall ensure that the terms of employment and responsibilities of the hired personnel are established and documented in employment contracts signed individually with each employee, and that these are in accordance with the specific responsibilities set out in the job description.

The General Contractor shall ensure that personnel hired to perform tasks on behalf of the Contractor and the Employer are aware of the provisions of the job description (JD) and that JDs are signed by employees in compliance with the provisions set out in the Employer's Labour Management Policy.

The General Contractor shall ensure that an organisational structure specific for construction and operational stages is developed in accordance with the requirements of the present LMP and that the workforce is informed of their roles and responsibilities.

Table 7-1: The General Contractor's resources proposed for execution the construction activity

No.	Cod	Name of profession	um	Quantity
	Preparatory works			
1	1	Worker	Man-h	BoQ
2	6141120100300	Forklift operator	Man-h	BoQ
3	7123010010200	Concrete worker	Man-h	BoQ
4	7123030012500	Montator P.B.	Man-h	BoQ
5	7124010010700	Carpenter	Man-h	BoQ
6	7129020012800	Pavement workers	Man-h	BoQ
7	7212030022700	Welder	Man-h	BoQ
8	7214070021400	Metal construction locksmith	Man-h	BoQ
9	7422090100200	Corhonitor	Man-h	BoQ
10	8141260100100	Designer	Man-h	BoQ
11	9310060019900	Unskilled worker	Man-h	BoQ
12	9310060019920	CM service worker	Man-h	BoQ
13	9310060019930	Worker	Man-h	BoQ
	Reconstruction process			
14	7123010010200	Concrete workers	man-h	BoQ
15	7123020011140	Concrete ironworker	man-h	BoQ
16	7129020012800	Pavement worker	man-h	BoQ
17	7129040010110	Asphalt paver	man-h	BoQ
18	7134030012200	Hydrophobic insulator	man-h	BoQ
19	9310060019900	Unskilled worker	man-h	BoQ
20	9310060019930	Worker	man-h	BoQ
	Earthworks process			
21	7134030012200	Hydrophobic insulator	man-h	BoQ
22	9310060019900	Unskilled worker	man-h	BoQ
	Erosion control process			
23	9310060019900	Unskilled worker	man-h	BoQ
	Consolidation works			
24	7123030012500	Montator P.B.	man-h	BoQ
25	71240100107001	Carpenter	man-h	BoQ
26	7129020012800	Pavement workers	man-h	BoQ
27	7129020012880	Landscape gardener-florist	man-h	BoQ
28	7129020012880	Landscape gardener-florist	man-h	BoQ
29	7132040012700	Parquet layer	man-h	BoQ
30	7134030012200	Hydrophobic insulator	man-h	BoQ
31	7136050012000	Plumber	man-h	BoQ
32	9310060019900	Unskilled worker	man-h	BoQ
33	9310060019930	Worker	man-h	BoQ
34	9312040019600	Digging worker	man-h	BoQ

7.2 Competence

In order to ensure the safe operation during rehabilitation process of the express national road M1 Lot no.4, the contractor technical staff must have specialized studies or special training based on the requirements established in the Urbanism and Construction Code no.434/2023[33]. They are automatically recognized as certified specialists who hold certificates issued by certification bodies accredited by the national accreditation bodies of the European Union, except for cases when the legislation of the Republic of Moldova establishes specific mandatory conditions.

The General Contractor and Employer are responsible for developing their own Human Resource Policy and process. This should include determining the necessary competencies of workers, which affect labour management policy and implementation performance. They must also ensure that workers are competent based on appropriate education, training or qualifications, as well as previous experience.

7.3 Awareness

7.3.1 General

The implementation of the LMP, specific to the construction and operational stages, requires the General Contractor and the Employer to possess the necessary knowledge and competence for the roles to be fulfilled.

The General Contractor and the Employer shall ensure that each worker receives adequate health and safety training, in particular in the form of information and instructions specific to their workstation or job. This training shall be provided on the following occasions: (i) at the time of recruitment, (ii) in the event of a transfer or a change of job, (iii) in the event of the introduction of new work equipment or a change in equipment, and (iv) in the event of the introduction of any new technology or changes in the technical documents, laws, etc.

The training and awareness process shall be adapted to take account of new or changed risks, and repeated periodically if necessary, by OHS representatives of the General Contractor and Employer.

7.3.1 Training process for construction stage

Prior to commencing construction activities on site for the road M1 rehabilitation project in the Straseni and Ialoveni Districts and Chisinau Municipality, the General Contractor's workforce will undergo training (induction) to ensure they are familiar with the specific technical and ES aspects of the project. In addition, the rehabilitation process will include relevant training on topics such as LMP

[33] Source: https://www.legis.md/cautare/getResults?doc_id=150459&lang=ro#

implementation, L & OHS performance reporting, and related areas. The Table 7-1 below for details of the awareness and training plan for the construction stage.

Table 7-1: Training program for Construction Phase

#	Training subject	Time and duration	Recipients	Organizer	Cost
	OCCUPATIONAL HEALTH AND SAFETY				
1	Contractors' Health & Safety Plan requirements (Project's specific LMP)	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
2	Confined space	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
3	Working at heights on site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
4	Electrical requirements on site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
5	Wear of PPE on site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
6	Noise and vibration on site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
7	Crane & forklift requirement on site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
8	Requirements for smoking & drinking on site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
9	Working environment	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
10	Equipment safety	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
11	Road safety	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
12	Emergency and first aid aspects	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
13	Communication hazards to workforce (install safety signs on sites)	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
14	Grievance mechanism process on construction sites	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
15	The Code of Conduct	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
16	Hygiene on construction site	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
17	Site Organisation	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost
18	Asphalt and Concrete Plants	Before starting construction works & periodically	Contractor/ Subcontractor	Contractor	Contractor cost

The General Contractor is responsible for ensuring that subcontractor workers are instructed on the potential labour, health, safety and security risks associated with their activities. Workers' representatives, who play a crucial role in safeguarding the safety and health of workers, are entitled

to appropriate training. This training must be conducted during working hours or in accordance with national practices, either within or outside the undertaking and/or establishment.

7.3.2 Training process for operational phase

In order to achieve the Project Goals and applicable labour, health, safety and security requirements of Republic of Moldova, the Employer shall implement the present awareness and training plan, presented in the Table 7-2.

The implementation of the LMP specific for operational phase requires specific knowledge and competence for the Employer personnel to operate and maintain the new constructed facility.

The training shall be adapted to take account of new or changed risks, and repeated periodically if necessary. The plan for capacity building and training plan for operational stage is presented in Table 7-2 below.

Table 7-2: Training program for Operational Phase

#	Training subject	Start	Recipients	Organizer	Cost
1	ESMS and Risk Assessment Procedure	2026	Employer	Employer	Employer
2	Compliance with the present document & applicable OHS laws (new permits, authorizations, etc.)	2026	Employer	Employer	Employer
3	Specific training for new reconstructed facility specific for operation and maintenance	2026	Employer	Employer	Employer
4	Operation and Maintenance of the new equipment	2026	Employer	Employer	Employer
5	Emergency equipment	2026	Employer	Employer	Employer
6	Communication process	2026	Employer	Employer	Employer

7.4 Communication

7.4.1 General

The General Contractor and the Employer shall communicate their L &OHS performances internally, externally and for any emergency situations to the Engineer and to the Central and Local Public Authorities, stakeholders and other interested parties.

7.4.2 Internal Communication Process

The internal communication process is to supply the documents, information and data required to carry out activities specific to the construction and operation stage by the General Contractor and Employer. The internal communication process of the General Contractor and Employer shall be realised in the authority and inter-functional line described in the organisational chart, as well as on

the basis of procedures, regulations and responsibilities covered by the General Contractor's organisation and functioning regulation and the Employer's management system documents.

7.4.3 External Communication Process

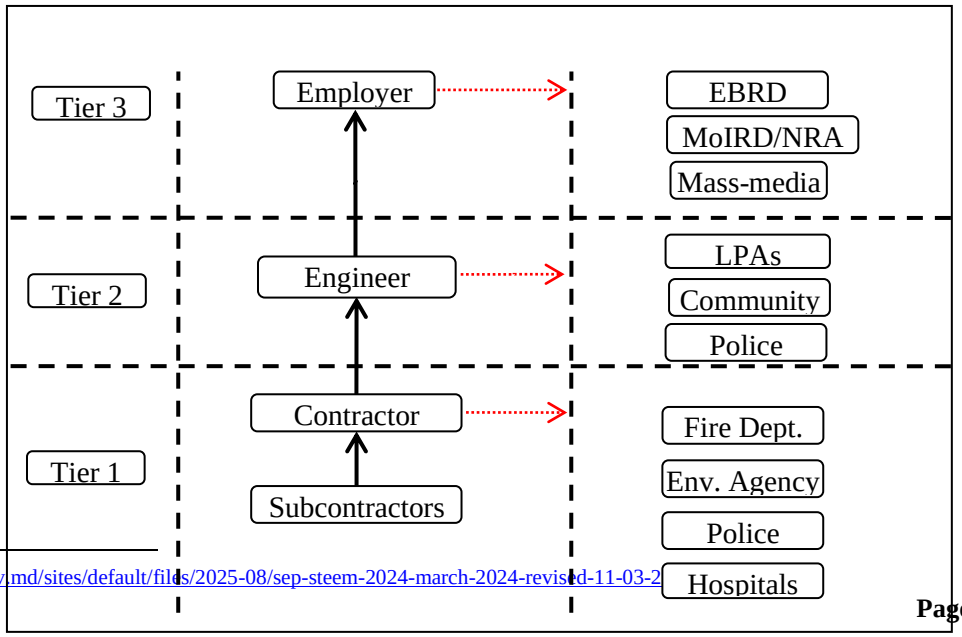
The General Contractor and Employer are obliged to implement and maintain a procedure for external communications that includes the following:
(i) Receiving and registering external communications;
(ii) Screening and assessing the issues raised and determining how to address them;
(iii) Providing, tracking, and documenting responses; and
(iv) Adjusting the management programme.

The General Contractor and Employer shall report their L & working conditions (OHS performances) to the Engineer, specific for construction stage and State Authorities specific for operational stage. External communication process shall be accomplished through written (hard-copies and electronic media) or oral (over telephone or verbally) forms of communication.

The Register of specific stakeholder is presented in the revised Stakeholder Engagement Plan[34].

7.4.4 Emergency Communication Process

During project implementation, a variety of communication channels are employed to facilitate interaction between project stakeholders. These channels include oral, written and electronic means of communication. For a comprehensive overview of the emergency communication protocols, please refer to Figure 7-1. In case of emergency Contractors and Employer communicates in conformity with interfaces established in figure above.



[34] Source: https://ucipe.gov.md/sites/default/files/2025-08/sep-steem-2024-march-2024-revised-11-03-2

Figure 7-1: Communication channels in case of emergency[35]

The interfaces are:

- Engineer and Employer/Beneficiary;
- National Centre for Public Health and Chisinau Centre for Public Health;
- The Straseni and Ialoveni Districts Road Police and National Road Police;
- State Supervision Agencies (Env. Agency and Env. Protection Inspectorate, National Technical Supervision Inspectorate, etc.);
- Emergency and Fire Department;
- Environmental Agency and the Territorial Environmental Protection Inspectorate, etc.

The notification report is presented in the Annex 3.

7.5 Documented information

7.5.1 General

The Labor Management Procedure (LMP) outlines the requirements for the construction and operational processes, which are then cascaded to the contractor and employer. The draft final LMP is to be revised by EBRD representatives and issued with a non-objection. The final LMP is then to be approved by the employer and become effective on the date of its approval.

The LMP is to be published on the Employer's website and can be printed in a required number of copies upon request and distributed under signature to the designated recipients.

The LMP may be furnished to the state authorities (NAPH, NITS, LTI, etc.) upon prior approval of the employer.

7.5.1 Contractor's own Labor & OHS Plan

Prior to commencing the construction stage, the General Contractor shall utilise the present document to formulate its own Contractor's Labour & OHS Plans and Code of Conduct (CoC) specific to the site. The Engineer shall then approve the Contractor's documents. The General Contractor's LMP shall be subject to annual revisions, and the Engineer shall approve the document.

7.5.1 The Employer's ES Management System

At the operational stage, the Employer shall use the LMP for compliance with applicable L & OHS applicable laws of the Republic of Moldova and International Best Practices[36].

[35] Note: Note: Red line – external communication)

[36] Source: https://www.ifc.org/en/insights-reports/2015/publications-handbook-esms-general

8 OPERATION

8.1 Operational planning and control

8.1.1 General

The General Contractor and Employer shall plan, implement, control and maintain the processes needed to meet requirements of the present LMP, and to implement the mitigation actions by:

a. Complying with established operating criterion specific for rehabilitation process of the road sector and operation and maintain of the of the new equipment and road;
b. Implementing control of the processes in accordance with the established criterion;
c. Maintaining and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned;
d. Adapting work to workers.

The General Contractor and the Employer shall coordinate the relevant parts of the LMP with subcontractor, supply chain, communities and stakeholders.

8.1.2 Eliminating hazards and reducing OHS risks (operating criterion)

8.1.2.1 General requirements

The Contractor shall develop and implement on the construction site their own Contractor Labour & Working Conditions (OHS) Plans for eliminating of hazards and reduction of OHS risks using the operating criterion following hierarchy of controls:
(a) eliminate the hazard,
(b) substitute with less hazardous processes, operations, materials or equipment,
(c) use engineering controls and reorganization of work,
(d) use administrative controls, including training, and
(e) use adequate personal protective equipment.

The Employer shall develop, implement and maintain an ESMS including Labour & OHS Management System[37], identify hazards, assess risks and establish and implement an OHS Plan on sites by using operating criterion for workforce protection, community health and safety and company assets and reputation.

[37] Source: Environmental and Social Management System (ESMS) Implementation Handbook (General): https://www.ifc.org/en/insights-reports/2015/publications-handbook-esms-general

8.1.2.2 Operating criterion for on-site workplaces

8.1.2.2.1 Stability and solidity

Materials, equipment and, more generally, any component which, when moving in any way, may affect the safety and health of workers must be stabilized in an appropriate and safe manner.

Access to any surface involving insufficiently resistant materials is not authorized unless appropriate equipment or means are provided to enable the work to be carried out safely.

8.1.2.2.2 Energy distribution installations

The installations must be designed, constructed and used so as not to present a fire or explosion hazard; persons must be adequately protected against the risk of electrocution caused by direct or indirect contact.

The design, construction and choice of equipment and protection devices must take account of the type and power of the energy distributed, external conditions and the competence of persons with access to parts of the installation.

8.1.2.2.3 Emergency routes and exits

Emergency routes and exits must remain clear and lead as directly as possible to a safe area. In the event of danger, it must be possible for workers to evacuate all workstations quickly and as safely as possible.

The number, distribution and dimensions of emergency routes and exits depend on the use, equipment and dimensions of the site and of the rooms and the maximum number of persons that may be present.

Specific emergency routes and exits must be indicated by signs. Such signs must be sufficiently resistant and be placed at appropriate points.

Emergency routes and exits, and the traffic routes and doors giving access to them, must be free from obstruction so that they can be used at any time without hindrance.

Emergency routes and exits requiring illumination must be provided with emergency lighting of adequate intensity in case the lighting fails.

8.1.2.2.4 Fire detection and fire fighting

Depending of the characteristics of the site, the dimensions and use of the rooms, the on-site equipment, the physical and chemical properties of the substances present and the maximum potential number of people present, an adequate number of appropriate fire-fighting devices and, where required, fire detectors and alarm systems must be provided.

These fire-fighting devices, fire detectors and alarm systems must be regularly checked and maintained. Appropriate tests and drills must take place at regular intervals.

Non-automatic fire-fighting equipment be easily accessible and simple to use. The equipment must be indicated by signs. Such signs must be sufficiently resistant and placed at appropriate points.

8.1.2.2.5 Ventilation

Steps shall be taken to ensure that there is sufficient fresh air, having regard to the working methods used and the physical demands placed on the workers.

If a forced ventilation system is used, it must be maintained in working order and must not expose workers to draughts which are harmful to health.

Any breakdown must be indicated by a control system where this is necessary for workers' health.

8.1.2.2.6 Exposure to particular risks

Workers must not be exposed to harmful levels of noise or to harmful external influences (e.g. gases, vapours, dust).

Table 8-1: Noise limits for various working environments

No.	Location/Activity	Equivalent level LA_{eq}, 8h	Maximum LA_{max}, fast
1	Heavy Industry (no demand for oral communication)	85 dB(A)	110 dB(A)
2	Light industry (decreasing demand for oral communication)	50-65 dB(A)	110 dB(A)
3	Open offices, control rooms, service counters or similar 45-50 dB(A)	Open offices, control rooms, service counters or similar 45-50 dB(A)	-
4	Individual offices (no disturbing noise) 40-45 dB(A)	Individual offices (no disturbing noise)	-
5	Classrooms, lecture halls	35-40 dB(A)	-
6	Hospitals	30-35 dB(A)	40 dB(A)

If workers have to enter an area where the atmosphere is liable to contain a toxic or harmful substance or to have an insufficient oxygen level or to be inflammable, the confined atmosphere must be monitored and appropriate steps taken to prevent any hazards. The atmosphere within the confined space should be tested to assure the oxygen content is between 19.5 % and 23 %, and that the presence of any flammable gas or vapor does not exceed 25 % of its respective Lower Explosive Limit (LEL).

A worker may not in any circumstances be exposed to a high-risk confined atmosphere. He must at least be watched at all times from outside and all appropriate precautions must be taken to ensure that he can be assisted effectively and immediately.

Exposure to hand-arm vibration from equipment such as hand and power tools, or whole-body vibrations from surfaces on which the worker stands or sits, shall be controlled through choice of equipment, installation of vibration dampening pads or devices, and limiting the duration of exposure. Exposure levels shall be checked on the basis of daily exposure time and data provided by equipment manufacturers.

8.1.2.2.7 Temperature

During working hours, the temperature must be appropriate for human beings, having regard to the working methods used and the physical demands placed on the workers.

8.1.2.2.8 Natural and artificial lighting of workstations, rooms and traffic routes on the site

Workstations, rooms and traffic routes must as far as possible have sufficient natural lighting and be provided with appropriate and sufficient artificial lighting at night and when natural daylight is inadequate; where necessary, portable light sources that are protected against impact must be used. The colour of artificial light used must not alter or affect the perception of signals or signposts.

Lighting installations for rooms, workstations and traffic routes must be placed in such a way that there is no risk of accident to workers as a result of the type of lighting fitted.

Rooms, workstations and traffic routes where workers are especially exposed to risks in the event of artificial lighting must be provided with emergency lighting of adequate intensity.

Table 8-1: Minimum limits for workplace illumination intensity

No.	Location / Activity	Light intensity
1	Emergency light	10 lux
2	Outdoor non-working areas	20 lux
3	Simple orientation and temporary visits (machine storage, garage, warehouse)	50 lux
4	Workspace with occasional visual tasks only (corridors, stairways, lobby, elevator, auditorium, etc.)	100 lux
5	Medium precision work (simple assembly, rough machine works, welding, packing, etc.)	200 lux
6	Precision work (reading, moderately difficult assembly, sorting, checking, medium bench and machine works, etc.), offices.	500 lux
7	High precision work (difficult assembly, sewing, color inspection, fine sorting etc.)	1000 – 3000 lux

8.1.2.2.9 Doors and gates

Sliding doors must be fitted with a safety device to prevent them from being derailed and falling over.

Doors and gates opening upwards must be fitted with a mechanism to secure them against falling back.

Doors and gates along escape routes must be appropriately marked.

In the immediate vicinity of gates intended primarily for vehicle traffic, there must be doors for pedestrian traffic unless it is safe for pedestrians to cross; such doors must be clearly marked and kept free at all times.

Mechanical doors and gates must operate without any risk of accident to workers. They must be fitted with emergency stop devices which are easily identifiable and accessible and, unless they open automatically in the event of a power-cut, it must be possible for them to be opened manually.

8.1.2.2.10 Traffic routes — danger areas

Traffic routes, including stairs, fixed ladders and loading bays and ramps, must be calculated, located, laid out and made negotiable to ensure easy, safe and appropriate access in such a way as not to endanger workers employed in the vicinity of these traffic routes.

Routes used for pedestrian traffic and / or goods traffic including those used for loading and unloading must be dimensioned in accordance with the number of potential users and the type of activity concerned. If means of transport are used on traffic routes, a sufficient safety clearance or adequate protective devices must be provided for other site users. Routes must be clearly marked, regularly checked and properly maintained.

Sufficient clearance must be allowed between vehicle traffic routes and doors, gates, passages for pedestrians, corridors and staircases.

If the site includes limited-access areas, these must be equipped with devices to prevent unauthorized workers from entering. Appropriate measures must be taken to protect workers who are authorized to enter the danger areas. Danger areas must be clearly signposted.

8.1.2.2.11 Loading bays and ramps

Loading bays and ramps must be suitable for the dimensions of the loads to be transported.
Loading bays must have at least one exit point.
Loading ramps must be sufficiently safe to prevent workers from falling off.

8.1.2.2.12 Freedom of movement at the workstation

The floor area at the workstation must be such as to allow workers sufficient freedom of movement to perform their work, taking account of any necessary equipment or appliances present.

8.1.2.2.13 First aid

The employer must ensure that first aid can be provided, and that the staff trained to provide it can be called upon, at any time. Measures must be taken to ensure that workers who have had an accident or have suddenly been taken ill can be removed for medical treatment.

One or more first-aid rooms must be provided where the scale of the works or the types of activity being carried out so require.

First-aid rooms must be fitted with essential first-aid installations and equipment and be easily accessible to stretchers. They must be signposted in accordance with the national regulations.

In addition, first-aid equipment must be available at all places where working conditions so require. This equipment must be suitably marked and easily accessible. The address and telephone number of the local emergency service must be clearly displayed.

8.1.2.2.14 Sanitary equipment

8.1.2.2.14.1 Changing rooms and lockers

Appropriate changing rooms must be provided for workers if they have to wear special work clothes and if, for reasons of health or propriety, they cannot be expected to change in another area. Changing rooms must be easily accessible, be of sufficient capacity and be provided with seating.

Changing rooms must be sufficiently large and have facilities to enable each worker, where necessary, to dry his working clothes as well as his own clothing and personal effects and to lock them away. If circumstances so require (e.g. dangerous substances, humidity, dirt), facilities must be provided to enable working clothes to be kept in a place separate from workers' own clothes and personal effects.

Provisions must be made for separate changing rooms or separate use of changing rooms for men and women.

If changing rooms are not required, each worker must be provided with a place in which he can lock away his own clothes and personal effects.

8.1.2.2.14.2 Showers and washbasins

Suitable showers in sufficient numbers must be provided for workers if required by the nature of the work or for health reasons. Provisions must be made for separate shower rooms or separate use of shower rooms for men and women.

The shower rooms must be sufficiently large to permit each worker to wash without hindrance in conditions of an appropriate standard of hygiene. The showers must be equipped with hot and cold running water.

Where showers are not required on-site, a sufficient number of suitable washbasins with running water (hot water if necessary) must be provided in the vicinity of the workstations and the changing rooms. Provisions must be made for separate washbasins, or separate use of washbasins for men and women when so required for reasons of propriety.

Where the rooms housing, the showers or washbasins are separate from the changing rooms, there must be easy communication between the two.

8.1.2.2.14.3 Lavatories and washbasins

Special facilities with an adequate number of lavatories and washbasins must be provided for workers in the vicinity of workstations, rest rooms, changing rooms and rooms housing showers or washbasins. Provisions must be made for separate lavatories or separate use of lavatories for men and women.

8.1.2.2.15 Rest rooms and/or accommodation areas

Where the safety or health of workers, in particular because of the type of activity carried out or the presence of more than a certain number of employees as well as the remote nature of the site, so require, workers must be provided with easily accessible rest rooms and / or accommodation areas.

Rest rooms and/ or accommodation areas must be large enough and equipped with an adequate number of tables and seats with backs for the number of workers concerned.

If there are no facilities of this kind, other facilities must be provided in which workers can stay during interruptions in work.

Fixed accommodation areas unless used only in exceptional cases, must have sufficient sanitary equipment, a rest room and a leisure room. They must be equipped with beds, cupboards, tables and seats with backs taking account of the number of workers, and be allocated taking account, where appropriate, of the presence of workers of both sexes.

Appropriate measures should be taken for the protection of non-smokers against discomfort caused by tobacco smoke in rest rooms and / or accommodation areas.

8.1.2.2.16 Pregnant women and nursing mothers

Pregnant women and nursing mothers must be able to lie down to rest in appropriate conditions.

8.1.2.2.17 Handicapped workers

Workplaces must be organized to take account of handicapped workers, if necessary. The provision applies in particular to the doors, passageways, staircases, showers, washbasins, lavatories and workstations used or occupied directly by handicapped persons.

8.1.2.2.18 Miscellaneous provisions

The surroundings and the perimeter of the site must be signposted and laid out so as to be clearly visible and identifiable.

Workers must be provided at the site with a sufficient quantity of drinking water and possibly another suitable non-alcoholic beverage both in occupied rooms and in the vicinity of workstations.

Workers must be provided with facilities enabling them to take their meals in satisfactory conditions, where appropriate, be provided with facilities enabling them to prepare their meals in satisfactory conditions.

8.1.2.3 Operating criterion for on-site outdoor workstations

8.1.2.3.1 Stability and solidity

High-level or low-level movable or fixed workstations must be solid and stable, taking account of: (i) the number of workers occupying them, (ii) the maximum loads they may have to bear and the weight distribution, (iii) the outside influences to which they may be subject. If the support and the other components of these workstations are not intrinsically stable, their stability will have to be ensured by appropriate and safe methods of fixing to avoid any untimely or spontaneous movement of the whole or of parts of the workstations.

Stability and solidity must be checked appropriately and especially after any change in the height or depth of the workstation.

8.1.2.3.2 Energy distribution installations

On-site energy distribution installations, especially those subject to outside influences, must be regularly checked and maintained.

Installations existing before the site began must be identified, checked and clearly signposted.

Whenever possible, where overhead electric power lines exist, either they must be redirected away from the area of the site or else the current must be cut off. If this is not possible, there will be barriers or notices to ensure that vehicles and installations are kept away.

Suitable warnings and suspended protections must be provided where vehicles have to pass beneath the lines.

Table 8-1: No approach zones for High Voltage Power Lines

No	Nominal phase-to-phase voltage rating	Minimum distance
1	750 or more volts, but no more than 150 kV	3 meters
2	More than 150 kV, but no more than 250 kV	4.5 meters
3	More than 250 kV	6 meters

8.1.2.3.3 Atmospheric influences

Workers must be protected against atmospheric influences which could affect their health and safety.

Exposure to hot or cold working conditions in indoor or outdoor environments can result temperature stress-related injury or death. Use of personal protective equipment (PPE) to protect against other occupational hazards can accentuate and aggravate heat-related illnesses. Extreme temperatures in permanent work environments should be avoided through implementation of engineering controls and ventilation.

8.1.2.3.4 Falling objects

Wherever technically feasible, workers must be protected by collective methods against falling objects.

Materials and equipment must be laid out or stacked in such a way as to prevent their collapsing or overturning.

Where necessary, there must be covered passageways on the side or access to danger areas must be made impossible.

8.1.2.3.5 Falls from a height

Falls from a height must be physically prevented in particular by means of solid cradles which are sufficiently high and have at least an end-board, a main handrail and an intermediate handrail or an equivalent alternative.

In principle, work at a height must be carried out only with appropriate equipment or using collective protection devices such as cradles, platforms or safety nets. If the use of such equipment is not possible because of the nature of the work, suitable means of access must be provided and safety harnesses or other anchoring safety methods must be used.

8.1.2.3.6 Scaffolding and leaders

All scaffolding must be properly designed, constructed and maintained to ensure that it does not collapse or move accidentally.

Work platforms, gangways and scaffolding stairways must be constructed, dimensioned, protected and used in such a way as to prevent people from falling or being exposed to falling objects.

Scaffolding must be inspected by a competent person: (a) before being put into service; (b) subsequently, at periodic intervals; (c) after any modification period without use, exposure to bad weather or seismic tremors, or any other circumstance which may have affected its strength or stability.

Ladders must be sufficiently strong and correctly maintained. They must be correctly used, in appropriate places and in accordance with their intended purpose.

Mobile scaffolding must be secured against spontaneous movements.

8.1.2.3.7 Lifting equipment

All lifting devices and accessories, including their component parts, attachments, anchorings and supports, must be : (a) properly designed and constructed and sufficiently strong for the use to which they are put; (b) correctly installed and used; (c) maintained in good working order; (d) checked and subjected to periodic tests and inspections in accordance with current legislation', (e) operated by qualified workers who have received appropriate training.

All lifting devices and accessories must clearly display their maximum load values.

Lifting equipment and accessories may not be used for other than their intended purposes.

8.1.2.3.8 Excavating and materials-handling vehicles and machinery

All excavating and materials-handling vehicles and machinery must be: (a) properly designed and constructed taking account, as far as possible, of the principles of ergonomics; (b) kept in good working order; (c) used correctly.

Drivers and operators of excavating and materials-handling vehicles and machinery must be specially trained.

Preventive measures must be taken to ensure that excavating and materials-handling vehicles and machinery do not fall into the excavations or into water.

Where appropriate, excavating machinery and materials-handling machinery must be fitted with structures to protect the driver against being crushed if the machine overturns, and against falling objects.

8.1.2.3.9 Installations, machinery, equipment

Installations, machinery and equipment, including hand tools whether power-driven or not, must be:
(a) properly designed and constructed taking accounts, as far as possible, of the principle of ergonomics;
(b) kept in good working order;
(c) used solely for the work for which they were designed;
(d) operated by workers who have received appropriate training.

Installations and equipment under pressure must be checked and subjected to regular tests and inspections in accordance with existing legislation.

8.1.2.3.10 Excavations, wells, underground works, and earthworks

Suitable precautions must be taken in an excavation, well, underground:
(a) using an appropriate support or embankment;
(b) to prevent hazards entailed in the fall of a person, materials or objects, or flooding;
(c) to provide sufficient ventilation at all workstations so as to ensure a breathable atmosphere which is not dangerous or harmful to health;
(d) to enable workers to reach safety in the event of fire or inrush of water or materials.

Before excavation starts, measures must be taken to identify and reduce to a minimum any hazard due to underground cables and other distribution systems.

Safe routes into and out of the excavation must be provided.

Piles of earth, materials and moving vehicles must be kept away from the excavation; appropriate barriers must be built if necessary.

8.1.2.3.11 Demolition work

Where the demolition of a building or construction may present a danger: (a) appropriate precautions, methods and procedures must be adopted; (b) the work must be planned and undertaken only under the supervision of a competent person.

8.1.2.3.12 Metal or concrete frameworks, shutterings and heavy prefabricated components

Metal or concrete frameworks and their components, shutterings, prefabricated components or temporary support, and buttresses must be erected and dismantled only under the supervision of a competent person.

Adequate precautions must be taken to protect workers against risks arising from the temporary fragility or instability of a structure.

Shutterings, temporary supports and buttresses must de devises and designed, installed and maintained so as to safely withstand any strains and stresses which may be placed on them.

8.1.2.3.13 Cofferdams and caissons

All cofferdams and caissons must be: (a) well-constructed, of appropriate, solid materials of adequate strength; (b) appropriately equipped so that workers can gain shelter in the event of an eruption of water and materials.

The construction, installation, transformation or dismantling of a cofferdam or caisson must take place only under the supervision of a competent person.

All cofferdams and caissons must be inspected by a competent person at regular intervals.

8.1.2.4 Substitution hazards with less hazardous processes, operations, materials or equipment

The Contractor and Employer shall assess risks and identify measures to eliminate hazardous processes, operations, materials or equipment by substituting them with less hazardous processes, operations, materials (hazardous substances) or equipment.

8.1.2.5 Engineering controls

Engineering Controls represent a process used by Contractor and Employer to protect employees by preventing exposure to hazards. Engineering controls process are (i) machine guards, (ii) safety controls, (iii) isolation of hazardous areas, (iv) monitoring devices, etc.

The most effective engineering controls: (i) are part of the original equipment design; (ii) remove or block the hazard at the source before it comes into contact with the worker; (iii) prevent users from modifying or interfering with the control; (iv) need minimal user input for the controls to work (v) operate correctly without interfering with the work process or making the work process more difficult.

The Contractor and Employer shall clearly develop Safety Operating Procedures with work instructions for construction and operation of process that take into consideration the operating criterion for hazard operating, manual handling, permit to work (PTW), PPE regulations, quality, and general EHS requirements. SOPs shall be part of the Contractor's OHS Plan and the Employer's ES Management System and represent a definition of good or best practice that shall be adhered to at all times. Process operatives shall be provided with guidance concerning the required operating philosophy to ensure that they comply with procedural requirements.

Contractors and Employer shall provide adequate training for direct and indirect workforce in order to ensure that workforce is fully conversant with specific risks and written safety operating procedures.

8.1.2.6 Administrative control for risk control

Administrative Controls represent a process used by the Contractor and Employer to protect employees by preventing exposure to hazards by establishing work practices that reduce the duration, frequency, or intensity of exposure to hazards.

Administrative controls shall be used the permit-to-work procedure to reduce exposure to hazards by limiting the amount of time workers spend at a hazardous job. The permit-to-work (PTW) process is a documented procedure that authorizes certain people to carry out specific work within a specified time frame. It sets out the precautions required to complete the work safely, based on a risk assessment. It describes what work will be done and how it will be done; the latter can be detailed in a method statement. The Permit-to-Work template is presented in the Annex 5.

The permit-to-work requires declarations from the people authorising the work and carrying out the work. Where necessary it requires a declaration from those involved in shift handover procedures or extensions to the work. Finally, before equipment or machinery is put back into service, it will require a declaration from the permit originator that it is ready for normal use.

8.1.2.7 Personal Protective Equipment

Personal protective equipment (PPE) is the effective method of controlling occupational hazards and shall be used only when other methods cannot control hazards sufficiently.

PPE puts a barrier between the worker and the hazard. PPE may keep the hazard out, but it also keeps heat and water vapour in the protective clothing, which can cause you to be hot and uncomfortable. When wearing PPE, drink plenty of water and take frequent breaks. In hot or humid working conditions, you can only wear PPE for a short time (even as little as ten minutes in very hot conditions) before you need to take a break. Heat and humidity can also decrease the effectiveness of some protective equipment; for example, a respirator mask may not have a tight seal if your face is wet with perspiration or water.

Personal protective equipment (PPE) shall include: (i) safety glasses, (ii) ear protectors, (iii) respirators with filters, (iv) dust masks, (v) gloves, (vi) protective suits, (vii) safety shoes, and other specific electrical PPE.

Table 8-1: Summary of Recommended Personal Protective Equipment[38] According to Hazard

No.	Objective	Workplace Hazards	Suggested PPE
1	Eye and face protection	Flying particles, molten metal, liquid chemicals, gases or vapours, light radiation	Safety Glasses with side-shields, protective shades, etc.
2	Head protection	Falling objects, inadequate height clearance, and overhead power cords	Plastic Helmets with top and side impact protection.
3	Hearing protection	Noise, ultra-sound	Hearing protectors (ear plugs or ear muffs).
4	Foot protection	Falling or rolling objects, pointed objects. Corrosive or hot liquids	Safety shoes and boots for protection against moving & falling objects, liquids and chemicals.
5	Hand protection	Hazardous materials, cuts or lacerations, vibrations, extreme temperatures	Gloves made of rubber or synthetic materials (Neoprene), leather, steel, insulating materials, etc.
6	Respiratory protection	Dust, fogs, fumes, mists, gases, smokes, vapours	Facemasks with appropriate filters for dust removal and air purification (chemicals, mists, vapours and gases). Single or multi-gas personal monitors, if available.
		Oxygen deficiency	Portable or supplied air (fixed lines). On-site rescue equipment.

[38] Source: https://www.osha.gov/sites/default/files/publications/osha3151.pdf

7	Body/leg protection	Extreme temperatures, hazardous materials, biological agents, cutting and laceration	Insulating clothing, body suits, aprons etc. of appropriate materials
8	Specific PPE for welders & cutting[39]	Live power lines, electric and magnetic fields, etc.	Leather gloves, leather apron, gauntlets, safety glasses with side shields, welders' helmet or welders' goggles
9	Specific PPE for electricians[40]	Live power lines, electric and magnetic fields, etc.	Electricians working on electrical panels or circuits shall wear insulated gloves, safety glasses, arc flash suits, and face shields to protect against electric shock and arc flashes. Also, they can use voltage-rated tools like insulated screwdrivers and pliers to safely work on live electrical equipment.
10	Asbestos PPE	Demolition process of ACMs	Special PPE for removing ACMs

8.1.3 Management of change

During the LMP implementation on construction sites, the General Contractor and Employer shall control temporary and permanent changes that impact labour & OHS performances, including:
a) new products, services and processes, or changes to existing products, services and processes, including: (i) workplace locations and surroundings; (ii) work organization; working conditions; equipment; (iii) work force;
b) changes to legal requirements and other requirements;
c) changes in knowledge or information about hazards and OHS risks;
d) changes in the technical design and developments in knowledge and technology.

The Contractor and Employer shall review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary in the Contractors' OHS Plans.

8.1.4 Procurement

8.1.4.1 General

The General Contractor and Employer[41] shall control the procurement of products and services in order to ensure conformity with the present LMP and shall ensure that hired contractors/subcontractors have the technical capabilities to manage labour & OHS issues of their employees, extending the application of the hazard management activities through formal procurement agreements.

[39] Source: https://www.osha.gov/welding-cutting-brazing/standards
[40] https://safetyculture.com/topics/ppe-safety/electrical-ppe/

[41] Note: The Employer shall comply with national applicable procurement requirements.

8.1.4.2 Subcontractors and supply chain

The General Contractor shall ensure that the requirements of the present LMP are met by subcontractors and their workers.

The General Contractors' procurement process shall define and apply Labour & OHS criterion for the selection of subcontractors and shall ensure that L & OHS requirements are included in the contractual documents (procurement process).

Specific for operational stage, the Employer shall ensure that the contractor and subcontractor management is considered in the OHS Management System and the process is controlled.

8.1.4.3 Outsourcing

The General Contractor and Employer shall ensure that outsourced functions and processes are controlled and shall ensure that its outsourcing arrangements are consistent with legal requirements and other requirements and with achieving the intended outcomes of the present LMP and the General Contractors' and Employer Labour & OHS Plans.

8.2 Emergency preparedness and response

The General Contractor and Employer shall prepare for and respond to potential emergency situations based on identified hazards and risks, including:
a) establishing a planned response to emergency situations, including the provision of first aid;
b) providing training for the planned response;
c) periodically testing and exercising the planned response capability;
d) evaluating performance and, as necessary revising the planned response, including after testing and, in particular, after the occurrence of emergency situations;
e) communicating and providing relevant information to all workers on their duties and responsibilities;
f) communicating relevant information to the Engineer/Employer, subcontractors, visitors, emergency response services, state government authorities and, as appropriate, the local community;
g) taking into account the needs and capabilities of all relevant interested parties and ensuring their involvement, as appropriate, in the development of the planned response.

The General Contractor and Employer shall maintain and retain documented information on the plans for responding to potential emergency situations.

9 PERFORMANCE EVALUATION

9.1 Monitoring, measurement, analysis and performance evaluation

9.1.1 General

The General Contractor and the Employer shall monitor, measure, analysis and evaluate their performances.

The General Contractor and Employer shall monitor and measure the implementation of the operating criterion implementation on construction sites required by the present LMP by using methods for monitoring and measurement to ensure valid results.

The General Contractor and Employer shall evaluate their Labour & OHS performances resulting from the monitoring and measurement process and report to the Engineer in the MPRs specific for construction and operational stages.

Table 9-1: Monitoring the construction and operational processes

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
Safety Operating Procedures CESMP/CLPM/CoC, etc.	Construction & Operating sites	Check the presence of availability of documents on sites	Before starting & during construction works During Operating stage	Contractor Employer	Contractor's OHSP/CESMPs Employer's ESMS	Engineer State Authorities
PPE	Construction & Operating sites	Check the presence of availability of PPE on sites	Every day	Contractor Employer	Risks Assessment Report Training records Noncoronary Reports	Engineer State Authorities
Working environment (indoor and outdoor sites)	Construction & Operating sites	Measure indoor/outdoor parameters	Before starting & during construction works Annually during Operating stage	Contractor Employer	Report of inspection, non-conformity reports	Engineer State Authorities
Storage areas /Site Organisation	Construction & Operating sites	Check the presence of availability of legal documents on sites, fence, gates, illumination, security agent, etc.	Before starting & during construction works Annually during Operating stage	Contractor Employer	Signed contract with owner of the plot Obtained legal permit	Engineer State Authorities
Workers health	Construction & Operating sites	Annual medical control	Before starting & during construction works During Operating stage	Contractor Employer	Contract of service/ Medical Health reports	Engineer State Authorities
Workers responsibilities	Construction & Operating sites	Include OHS responsibilities in Job Description	Before starting construction works During Operating stage	Contractor Employer	Signed Job Description	Engineer State Authorities
HR process	Construction & Operating sites	Include general terms of employment in Work Contracts	Before starting construction works During Operating stage	Contractor Employer	Signed Work Contract Work Contract Register	Engineer State Authorities
Vehicles maintenance	Construction & Operating sites	Periodic and annual maintenance of vehicles systems	Before starting construction works During Operating stage	Contractor Employer	Contract of service/ Report of maintenance	Engineer State Authorities

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
Monitoring & Measurement Equipment (MME)	Construction & Operating sites	Calibrate MME annually	Before starting construction works During Operating stage	Contractor Employer	Contract of service/ Calibration report, etc.	Engineer State Authorities
Equipment maintenance (lifting & other equipment)	Construction & Operating sites	Annually Inspection for control	Before starting construction works During Operating stage	Contractor Employer	Contract of service Report of maintenance Security certificate	Engineer State Authorities
Emergency equipment	Construction & Operating sites	Annually Maintenance & Inspection	Before starting construction works During Operating stage	Contractor Employer	Contract of service Report of maintenance Certificate	Engineer State Authorities
First aids equipment & facilities	Construction & Operating sites	Check the presence of first aid kit and First Aids room	Before starting construction works During Operating stage	Contractor Employer	Contract of cervices for supplying FA kits Contract of service with Medical Entities	Engineer State Authorities
Training process	Initial formal training	When hire new employees	When starts work	Contractor Employer	Training register	Engineer State Authorities
	Awareness for visitors, suppliers, etc.	When comes visitors	Periodically	Contractor Employer	Visitors training register	Engineer State Authorities
	Competence	External training	When deemed necessary	Contractor Employer	Diplomas, Certificate of competence	Engineer State Authorities
	Training at the working place	Communicate risks to workforce	When deemed necessary	Contractor Employer	Minutes of training	Engineer State Authorities
	CoC	Communicate risks to workforce	Periodic or When deemed necessary	Contractor Employer	Minutes of training	Engineer State Authorities
Permit to works (PTW)	Construction & Operating sites	Issues PTW for hazardous works	Before starting and during construction works	Contractor Employer	Signed PTW Register of issued PTW	Engineer State Authorities

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
			During Operating stage			
OHS & ES meetings	Construction & Operating sites	On-site at the working places Meeting with workers	Before starting and during construction works During Operating stage	Contractor Employer	Minutes of meeting	Engineer State Authorities
OHS&ES Committee	Construction & Operating sites	Committee meetings on sites	Periodically	Contractor Employer	Minutes of meeting	Engineer State Authorities
Workers satisfaction as a process (OHS Committees)	Construction & Operating sites	Measure the workers satisfaction on sites using questionnaires	Before starting and during construction works During Operating stage	Contractor Employer	Results/Minutes No complaints	Engineer State Authorities
Job safety analysis (JSA)	Construction & Operating sites	Danger identification, risk assessment and control on sites	Before starting and during construction works During Operating stage	Contractor Employer	Method Statement with specific risks	Engineer State Authorities
Compliance with legal requirements	Construction & Operating sites	Obtain all legal permits, etc.	Before starting and during construction works During Operating stage	Contractor Employer	List of permits, authorizations, etc.	Engineer State Authorities
Welfare	Construction & Operating sites	Hygienic inspection on sites	Before starting and during construction works During Operating stage	Contractor Employer	Report of audit Nonconformities reports	Engineer State Authorities
Accommodation	Construction sites	Hygienic inspection on sites	Before starting and during construction works	Contractor Employer	Report of audit Nonconformities reports	Engineer State Authorities
Subcontractors	Construction & Operating sites	Audit of compliance	Before starting and during construction works During Operating stage	Contractor Employer	Report of audit Nonconformities reports Compliance with COHSP	Engineer State Authorities
Suppliers	Construction & Operating sites	Audit of compliance	Before starting and during construction works During Operating stage	Contractor Employer	Report of audit Nonconformities reports Contract of services	Engineer State Authorities
Community HS	Construction &	Complaints		Contractor	Report of audit	Engineer

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
	Operating sites		Before starting and during construction works During Operating stage	Employer	Nonconformities reports Contract of services	State Authorities
		Satisfaction survey		Consultant	Contract of services with Consultant Survey Report	Engineer State Authorities
Behaviour	Construction & Operating sites	Complaints from workforce and community	Before starting and during construction works During Operating stage	Contractor Employer	Report of audit Nonconformities reports Contract of services	Engineer State Authorities

Table 9-2: Monitoring the Operating Criterion's specific for construction and operational stages

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
MOBILISATION PHASE						
Stability and solidity Energy distribution installations Emergency routes & exits Fire equipment Ventilation Natural and artificial lighting Doors and gates Traffic routes Loading bays and ramps Dressing stations Changing rooms and lockers Showers and washbasins	Construction sites	Pre-start up audit Sites Inspections Review developed SOPs Check availability of the facility for workforce	After finishing mobilization stage During Construction stage	Contractor	Audit Checklist Ecological Permit Approved COHS Plan Approved Traffic Management Plan (TMP) Register of Firefighting Equipment Environmental measurement Reports Monthly Progress Reports Daily Progress Reports	Engineer

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
Lavatories and washbasins						
Rest rooms and accommodation areas						
DEMOLITIONAND AND CONSTRUCTION PHASES						
Stability and solidity	Construction sites	Site inspections Periodic audit Periodic & annual maintenance Site Layout (Right of way) Non-conformity reports Complaints from State Authorities (Non-conformities) Complaints from community Complaints from workforce	During construction stage	Contractor	Site Inspection Reports Periodic Audit Reports Periodic & annual maintenance Reports Site Layout Plan Non-conformity Reports Monthly Progress Reports Daily Progress Reports	Engineer
Emergency doors						
Ventilation						
Temperature						
Natural and artificial lighting						
Floors, walls, ceilings and roofs of rooms						
Windows and skylights						
Doors and Gates						
Traffic routes						
Specific measures for escalators & travellators						
Room dimensions and air space in rooms						
Remove facilities and installation from sites	Construction sites	Safety inspection	Minutes of taking over	Contractor	Site Inspection Reports	Engineer
OPERATING PHASE						
ESHS Policy & HR Policy, Procedure & process	Operational sites	Measure the Operator's performances and reports to stakeholders & State Authorities Measure satisfaction of workers	During operating & permanent	Employer	Documented Policies are available to stakeholders and communicated	Stakeholders
Roles & responsibilities for ESHS Policy implementation					Documented Policy is available to stakeholders and communicated	Work Contracts & Job Descriptions
ES Management System (documented)					ES Management System is established, implemented, maintained and certified (is not mandatory)	Certified by a recognised certification body

WHAT to monitor	WHERE to monitor	HOW to monitor	WHEN to monitor	Responsible	Key Performance Indicators	Report to
ESHS Plans & Programs (documents &records)					Approved ESHS Plans and Programs	Approved by the Top Management
Compliance obligation					Obtain Authorizations, Permits, Notices, etc.	State Authorities
Emergency preparedness and response					Approved & coordinated EPRP by Top Management and State Authorities	State Authorities

Table 9-3: Measurement program specific for construction and operational stages

No	WHAT to measure	WHERE to measure	HOW to measure	WHEN to measure	Responsible	Key Performance Indicators (KPIs)	Report to
1	Working environment	Construction & Operational Sites	Surveillance of the working environment (confined space, temperature, etc.)	During construction stage	Contractor Employer	Air quality register	Engineer
2	Workers health	Construction & Operational Sites	Surveillance of workers health	Before starting construction & permanent	Contractor Employer	Medical Surveillance Reports	Engineer
3	Trainings (numbers)	Construction & Operational Sites	Documented number of performed training on sites	During construction stage During operational stage	Contractor Employer	Training Register	Engineer
4	Equipment and vehicles safety operation	Construction & Operational Sites	Safety inspections, testing's & calibrations	During construction stage During operational stage	Contractor Employer	Inspections, testing & calibration Reports	Engineer
5	Noise & Vibration level	Construction & Operational Sites	Noise level & vibration	During construction stage During operational stage	Contractor Employer	Measurement Reports	Engineer
6	Workers satisfaction	Construction & Operational Sites	Questionnaires & complaints	During construction & operational	Contractor Employer	Satisfaction Report	Engineer
7	Community satisfaction	Construction & Operational Sites	Questionnaires (design, construction & end of construction)	At the design, construction & end of construction stages	Consultant	Satisfaction Reports	Engineer

No	WHAT to measure	WHERE to measure	HOW to measure	WHEN to measure	Responsible	Key Performance Indicators (KPIs)	Report to
8	Emergency equipment	Construction & Operational Sites	Equipment maintenance	Before starting construction, during construction & operational	Contractor Employer	Maintenance Reports	Engineer
9	MME (gas analyser, etc.)	Construction & Operational Sites	MME testing's and calibrations	Before starting construction, during construction & operational	Contractor Employer	Inspections, testing & calibration Reports	Engineer
10	Drinking water	Construction & Operational Sites	Drinking water quality	Permanent on sites	Contractor Employer	Water Quality Report	Engineer
11	Ambient air quality	Construction & Operational Sites	Surveillance of the ambient air quality	During construction stage During operational stage	Contractor Employer	Air Quality Reports	Engineer
12	Sanitary wastewater (site mobile toilets)	Construction & Operational Sites	Wastewater evacuation periodic	During construction stage During operational stage	Contractor Employer	Contract of service with WWTP	Engineer
13	Emergency equipment safety operation	Construction & Operational Sites	Inspections & testing	During construction stage During operational stage	Contractor Employer	Inspections & testing Reports	Engineer
14	Welfare & Hygiene	Construction & Operational Sites	Surveillance of hygiene at workstation	Before starting construction and permanent	Contractor Employer	Medical Surveillance Reports	Engineer
15	PPE safety operation	Construction & Operational Sites	Inspections & testing	During construction stage During operational stage	Contractor Employer	Inspections & testing Reports	Engineer
16	Electric & magnetic fields	Construction & Operational Sites	Inspections & testing	During construction stage During operational stage	Contractor Employer	Inspections & testing Reports	Engineer
17	Complaints from direct and contracted workforce	Construction & Operational Sites	Satisfaction of direct and contracted workforce	During construction stage During operational stage	Contractor Employer	Register of complaints	Engineer
18	Complaints from community stakeholders	Construction & Operational Sites	Satisfaction of direct & contracted workforce	During construction stage During operational stage	Contractor Employer	Register of complaints	Engineer
19	Subcontractors &suppliers' performances	Construction & Operational Sites	Audits Reports Contracts of service	During construction stage During operational stage	Contractor Employer	MPRs	Engineer

No	WHAT to measure	WHERE to measure	HOW to measure	WHEN to measure	Responsible	Key Performance Indicators (KPIs)	Report to
20	Plants (asphalt, concrete)	Construction & Operational Sites	Audits Reports Contracts of service	During construction stage During operational stage	Contractor Employer	MPRs	Engineer

9.1.2 Evaluation of compliance

9.1.2.1 Evaluation of compliance by the Engineer

The Employer must ensure that the present document is implemented diligently by the General Contractor on sites. The Engineer, who has the necessary roles, responsibilities and authorities to assist in project performance monitoring, will evaluate the project's effectiveness and measure its performance against the parameters set out in the ESAP. The Engineer will also establish baseline data and benchmarks, collect necessary information, monitor progress, identify benefits and evaluate the social impact.

In addition, the Engineer must supervise the Project's specific ESMP, LMP and CoC for the rehabilitation and construction process, taking into consideration the applicable EBRD PRs and the Republic of Moldova's environmental and social legislation. The engineer will inspect construction sites and report on performance to the employer on a monthly basis.

The Inspection Site Report is provided in the Annex no. 7.

9.1.2.2 Evaluation of compliance with requirements of the Law no. 186 on OHS

The Law no. 186/2008 OHS transposes the Council Directive of 12 June 1989 on the implementation of measures to promote the improvement of the safety and health of workers at work (89/391/EEC[42]), published in the Official Journal L 183 of 29 June 1989, as amended last time by Regulation (EC) no. 1137/2008 of the European Parliament and of the Council of 22 October 2008 adapting to Council Decision 1999/468/EC certain acts that are subject to the procedure provided for in Article 251 of the Treaty.

Table 9-1: The Law no. 186/2008 is implemented by the following additionally Government decisions

No.	GD number	Title of the document	Comply with EU Directives
1	95/2009	Organization of worker protection activities at the workplace and prevention of professional risks	Council Directive 92/57/EEC[43] of 24 June 1992
2	353/2010	Minimum safety and health requirements for the workplace	Council Directive 89/654/CEE[44] of 30 November 1989
3	603/2011	Minimum safety and health requirements for the use of work equipment by workers at work	Council Directive 2009/104/CE[45] of 16 September 2009
4	80/2012	Minimum safety and health requirements at temporary or mobile constructions sites	Council Directive 92/57/EEC[46] of 24 June 1992
5	244/2013	Protection of workers from the risks related to exposure to asbestos at work	Council Directive 2009/148/CE[47] of 30 November 2009

[42] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31989L0391
[43] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31992L0057
[44] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31989L0654
[45] Source: https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2009:260:0005:0019:EN:PDF
[46] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31992L0057
[47] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32009L0148

6	918/2013	Minimum requirements for the provision of safety and/or health signs at work	Council Directive 92/58/CEE[48] of 24 June 1992
7	362/2014	Minimum HS requirements regarding the exposure of workers to the risks arising from physical agents (noise)	Council Directive 2003/10/CE[49] of 6 February 2003
8	584/2016	Minimum HS requirements for the manual handling of loads where there is a risk particularly of back injury to workers	Council Directive 90/269/CEE[50] of 29 May 1990
9	589/2016	Minimum HS requirements regarding the exposure of workers to the risks arising from physical agents (vibration)	Council Directive 2002/44/CE[51] of 25 June 2002
10	819/2016	Minimum HS requirements for work with display screen equipment	Council Directive 90/270/CEE[52] of 29 May 1990
11	906/2020	Minimum HS requirements for the use by workers of personal protective equipment at the workplace	Council Directive 89/656/CEE[53] of 30 November 1989
12	1408/2016	The minimum requirements for safety and health at work for the protection of pregnant employees who have recently given birth or breastfeeding	Council Directive 92/85/CEE[54] of 19 October 1992

9.2 Internal audit

9.2.1 Internal audit performed by the Engineer for mobilisation, demolition & construction stages

The Engineer shall conduct site inspections and internal audits at planned intervals to provide information on whether Contractors' L &OHS Plans conform to: (i) the Project's specific LMP and (ii) is effectively implemented on construction sites. Audit records shall be reported on monthly basis to the Employer.

9.2.2 Contractor's Internal audit

The Contractor shall conduct internal audits at planned intervals to provide information on whether Contractors' L &OHS Plans conforms to: (i) the present's LMP and (ii) is effectively implemented on construction sites and report performances to the Engineer on monthly report.

9.2.3 The Employer's Internal audit

The Employer shall conduct internal audits at planned intervals to provide information on whether the Employer's ES Management System conform to: (i) international best practice[55] and national applicable laws and (ii) is effectively implemented and maintained.

[48] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31992L0058
[49] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32003L0010
[50] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31990L0269
[51] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32002L0044
[52] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31990L0270
[53] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31989L0656
[54] Source: https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31992L0085
[55] Source: https://www.ifc.org/en/insights-reports/2015/publications-handbook-esms-general

9.3 Management review

The Engineer shall review performances in order to ensure continuing suitability, adequacy and effectiveness of the implementation process on construction sites and report to the Employer on monthly basis.

10 IMPROVEMENT

10.1 General

Non-conformity represents non-fulfilment of requirements of the present document or occurrence arising out of, or in the course of, work that could or does result in injury and ill health. Non-conformity represents also incidents and accidents.

The provisions of the Project's specific Labour Management Plan shall be implemented **during construction phase** by the General Contractor and the Engineer shall monitor the implementation process of the present document in an open and transparent manner and monitoring and measurement performances shall be reported monthly to the Employer.

The provisions of the Labour Management Plan shall be implemented **during operational phase** by the Employer and State Supervision Agency (Environmental, Health and Safety, Social, etc.) shall monitor the implementation process of the present issued legal permits (Authorizations, Permits, Notices, etc.) in an open and transparent manner and monitoring and measurement performances shall be reported monthly to the Straseni and Ialoveni Districts Councils and the MoIRD.

Non-compliance with provisions established in the Project's specific Labour Management Plan specific for construction site or non-conformity (ies) shall be recorded by the Engineer in the Non-conformity Report. Non-conformity Report shall establish necessary correction actions and take actions to control and correct non-conformity (ies).

10.2 Incident, nonconformity and corrective action

10.2.1 Incidents

Incident means occurrence arising out of, or in the course of, work that could or does result in injury and ill health. An incident where injury and ill health occurs is sometimes referred to as an "accident". An incident where no injury and ill health occurs, but has the potential to do so, may be referred to as a "near-miss", "near hit" or "close call".
Although there can be one or more nonconformities related to an incident, an incident can also occur where there is no nonconformity.

Any Incident occurring on the construction and operational sites of the Project or caused by the construction and operational activities shall be reported by the General Contractor/ subcontractor to the Engineer as soon as possible and not later than 24 hours after the incident occurred.

The General Contractor and Employer shall establish procedures for reporting and recording following incidents: (i) Occupational accidents and diseases, (ii) Dangerous occurrences and (iii) incidents. Incident report template is presented in the Annex 8.

The General Contractor's and Employer's own LMP shall ensure that workers are encouraged to report immediately to their immediate supervisor any situation they believe presents a serious danger to life or health all: (i) Occupational injuries and near misses, (ii) Suspected cases of occupational disease and (iii) Dangerous occurrences and incidents.

The General Contractor and Employer shall ensure that all reported occupational accidents, occupational diseases, dangerous occurrences, and incidents together with near misses shall be investigated with the assistance of a person knowledgeable/competent in occupational safety. The investigation shall: (i) Establish what happened, (ii) Determine the cause of what happened and (iii) Identify measures necessary to prevent a recurrence. Occupational accidents and diseases should, at a minimum, be classified according to Table 10-1.

Table 10-1: Occupational accident reporting

No.	a. Fatalities (numbers)	b. Non-fatal injuries	c. Total time lost non-fatal injuries (days)
1	a.1 Immediate	b.1 Less than one day	
2	a.2 Within a month	b.2 Up to 3 days	c.1 Category 2
3	a.3 Within a year	b.3 More than 3 days	c.2 Category 3

Distinction is made between fatal and non-fatal injuries. The two main categories are divided into three sub-categories according to time of death or duration of the incapacity to work. The total work hours during the specified reporting period should be reported to the appropriate regulatory agency.

10.2.2 Nonconformity and corrective actions

Nonconformity means non-fulfilment of a requirement established in the present LMP. Nonconformity relates to requirements established in this document for construction and operational stage shall be kept under control and corrective actions shall be implemented on site.

The nonconformity and corrective action process are a reactive process, in that it is triggered after a noncompliance with requirements established in the present document. In essence, the process uses the principles of root cause analysis. A basic approach to problem solving is "cause" and "effect", and it is the cause that needs to be eliminated. Action taken shall be appropriate and

proportionate to the impact of the nonconformity. As part of the corrective action process, the effectiveness of action taken must be checked to ensure it is effective.

Corrective action means to eliminate the cause(s) of a nonconformity or an incident and to prevent recurrence. The main aim of the corrective action process, described in the present document, is to eliminate the noncompliance causes of actual problems so as to avoid recurrence of those problems.

The Nonconformity and Corrective Actions Report form is presented in the Annex 9.

The General Contractor and Employer shall report, investigate and take actions, to determine and manage incidents and nonconformities from construction and operational sites.

When an incident or a nonconformity occurs, the General Contractor and Employer shall:

a) react in a timely manner to the incident or nonconformity and, as applicable: (i) take action to control and correct it and (ii) deal with the consequences;

b) evaluate, with the participation of workers and the involvement of other relevant interested parties, the need for corrective action to eliminate the root cause(s) of the incident or nonconformity, in order that it does not recur or occur elsewhere, by: (i) investigating the incident or reviewing the nonconformity, (ii) determining the cause(s) of the incident or nonconformity and (iii) determining if similar incidents have occurred, if nonconformities exist, or if they could potentially occur;

c) review existing assessments of labour & OHS risks and other risks, as appropriate;

d) determine and implement any action needed, including corrective action, in accordance with the hierarchy of controls and the management of change;

e) assess OHS risks that relate to new or changed hazards, prior to taking actions;

f) review the effectiveness of any action taken, including corrective actions;

g) make changes to the Contractors' Labour & OHS Plan, if necessary.

Corrective actions shall be appropriate to the effects or potential effects of the incidents or nonconformities encountered.

The General Contractor and Employer shall retain documented information as evidence of: (i) the nature of the incidents or nonconformities and any subsequent actions taken; (ii) the results of any action and corrective action, including their effectiveness.

Specific for construction, the General Contractor shall notify in written form within 24 hours to the Engineer and also communicate this documented information to relevant workers, and, where they exist, workers' representatives, and other relevant interested parties.

Specific for operational stage, the Employer shall notify in written form within 24 hours to the State Authorities (Environmental, Public Health, Emergency, Firefighting Department, etc.) and also communicate this documented information to relevant workers, and, where they exist, workers' representatives, and other relevant interested parties.

10.3 Continual improvement

The General Contractor and Employer shall continually improve the suitability, adequacy and effectiveness of their Labour & OHS Plans by reviewing documents and ensure (i) enhancing L&OHS performances; (ii) promoting a OHS culture among direct and contracted workers, (iii) promoting the participation of workers in implementing actions for the continual improvement of the COHSP; (iv) communicating the relevant results of continual improvement to workers, and, where they exist, workers' representatives and (v) report L&OHS performances to the stakeholders and other interested parties.

11 ANNEXES

Annex 1 Job Safety Analysis (JSA)
Annex 2 The Grievance Form
Annex 3 The Incident Notification Report
Annex 4 Permit-to-Work (PTW)
Annex 5 The Site Inspection Report
Annex 6 Incident Investigation Report
Annex 7 The Nonconformity Report

Annex 1: Risks Management Procedure and JSA

The Contractor shall identify, assess and control risks specific for construction activity by using Job Safety Analysis procedure and risks assessment matrix.

Job Safety Analysis

Step number	Job step details	Potential hazards	Risk rating	How to control risks	Name of persons responsible for work

Risks Register

Hazards	Sources	Consequences	MH (Y/N)	OH (Y/N)	Risk Rank P/E/A/R	Operational Control	Procedure	Responsi-bilities
Hazard 1	Source 1.1 Source 1.2 Source 1.3	Consequence 1.1 Consequence 1.2 Consequence 1.3						
Hazard 2	Source 2.1 Source 2.2 Source 2.3	Consequence 1.1 Consequence 1.2 Consequence 1.3						

NOTE: MH/OH – Major Hazards/ Other Hazards, P – People, E – Environment, A – Assets, R – Reputation

Once hazards and sources of hazards have been identified, risks associated with the identified hazards are estimated. The Risk Assessment Matrix is used to estimate risk.

RISK ASSESSMENT MATRIX (RAM)

SR	CONSEQUENCES				INCREASING PROBABILITY				
	P&C	E&S	A&BC	R	A (1)	B (2)	C (3)	D (4)	E (5)
0	Zero harm	Zero effect	Zero damage	Zero impact	0	0	0	0	0
1	Slight harm	Slight effect	Slight damage	Slight impact	1	2	3	4	5
2	Minor harm	Minor effect	Minor damage	Limited impact	2	4	6	18	10
3	Major harm	Local effect	Local damage	Considerable impact	3	6	9	12	15
4	Single fatality	Major effect	Major damage	National impact	4	8	12	16	20
5	Multiple fatalities	Massive effect	Extensive damage	International impact	5	10	15	20	25

Risk Rank	People and Community	Environmental and Social	Reputation	Legal and Compliance
0–6 Small	The risk is broadly accepted and managed with routine CESMP&CLPM and ESMS procedures.			

5-18 Moderate	The risk is accepted as well the risk is reduced to ALARP limit. Acceptable risks are controlled with operational control procedure.			
15 Sever	Multiple medical treatments or LTD	Significant Impact, Partially restorable.	Major Impact, large terms of recovering	Additional risk studies
16-20 Major	Permanent disabilities	Significant Impact on local level, unrecoverable	Significant Impact, non-recoverable	Additional risk studies
15-25 Disaster	Single or multiple fatalities	International Impact	Non recoverable	Non operable

Note: SR - Severity Rank; P&C – People and Community; A&BC – Assets and Business Continuity; R - Reputation

When estimate risks the following parameters are taken into consideration:

- People and Community (P & C)
- Environment (E)
- Assets and Business Continuity (A & BC)
- Reputation (R).

Annex 2: The Complaint Mechanism for workforce

COMPLAINT FORM

Reference No: *(to be completed by PIU)*	Received by: _____ Solved by: _____ Date of initial response: _____
Full Name: *(to be completed by the person lodging the complaint)* *Note: you can remain anonymous if you prefer or request not to disclose your identity to the third parties without your consent*	My first name: _____ My last name: _____ Company/Position in the company: _____ ☐ I wish to raise my complaint anonymously ☐ I request not to disclose my identity without my consent
Contact Information: *(to be completed by the person lodging the complaint)* Please mark how you wish to be contacted (mail, telephone, email).	☐ By Post: Please provide mailing address: ☐ By phone: _____ ☐ By e-mail: _____
Preferred Language for Communication: *(to be completed by the person lodging the complaint)*	☐ Romanian ☐ Russian
Description of Complain or Request: (to be completed by the person lodging the complaint)	☐ Yes ☐ No
Description of Complain or Request: *(to be completed by the person lodging the complaint)*	What can happen? Where and How could it happen? What are the consequence / impact of this issue?
Date of Complain/Request: *(to be completed by the person lodging the complaint)*	DD / MM / YYYY _____
What would you like to see happening in order to solve this issue? _____ _____ _____ _____ _____ _____ _____	

Annex 3: The Incident Notification Report

INCIDENT NOTIFICATION REPORT		
1 Incident date:	Incident Time:	Report number:
Geographic Location:		
2 Country: Location: Location of Incident: Asset:		
3 Operation:		
4 Brief Description of the incident:		
5 Immediate Action Taken:		
6 Incident Type □ Fatality □ Medical Treatment □ Environmental incident □ Unknown at this time □ LTI □ Occupational diseases/illness □ Vehicle accident □ Social □ First Aid □ Near Miss □ Fire or explosion……□ Other □ Restricted work case □ Property damage □ Dangerous Occurrence Type of dangerous occurrence Select if other specify		
7 Actual Consequence People Select Assets Select Environment Select Reputation select Potential Consequence People Assets Environment Reputation Likelihood Risk Category		
8 Company Involved:		
9 Immediate Supervisor:		
Details of person involved:		
10 Name:	10 Sex:	10 Age:
10 Job Title:	10 Shift Information:	
10 Experience in line with operation:	10 Employment Status:	10 Duty status at time of incident:
11 Employer □ Contractor	11 Contractor name:	
12 Type of injury:	13 Injured part of body:	
14 Action Leading to the injury select if other specify:		
15 Medivac:		

Recommended Corrective Actions:	**Responsible Party**	**Target date**	**Status**	**Closed out date**

Annex 4: Permit-to-Work (PTW)

PERMIT TO WORK (PTW) NO._____

SECTION A – CATEGORIES OF WORK FOR ISSUING PTW				
☐ **Excavation**	☐ **Confined Space**	☐ **Pressure Test**	☐ **Electrical Work**	☐ **Welding**

Date of Issue:	Issued PTW to:
Equipment Name / Number:	Permit Holder Company:
Site:	Specific Work Location on the site:
Specific Work Description:	
Tools/Equipment to be used:	
Associated Documents (list or attach):	
Work Precautions Verifier:	

WORK PARTY ACCEPTANCE			
No.	Name and surname	Signature	Time

SECTION B – WORK PRECAUTION – CHECKLISTS FOR ALL SPECIFIED WORK PRECAUTION MUST BE COMPLETED BEFORE WORK IS COMMENCED		
GENERAL: ALL SITE PERMITS		
WORK PRECAUTION CHECKLIST	**Required? Yes / No**	**Initial by Verifier**
Fluid power locked out & tagged		
Mechanical power locked out & tagged		
Electrical power locked out & tagged		
Equipment drained / depressurised & purged.		
Written procedure to be used		
Work Party members briefed on work to be done		
Job Hazard Analysis (JHA) to be performed		
Non-essential personnel cleared from work area		
Gas detection test required prior to work.		
Warning signs posted at work location.		
Work area bunted off to exclude other personnel		
All personnel informed of work to be done		
Continuous gas monitoring		
EXCAVATION - Work Precaution Checklist	**Required? Yes / No**	**Initial by Verifier**
Excavation survey required		
Traffic permit on place		
Traffic signs on place		
Space for storage black soil		
Space for storage sterile soil		
Ladders to be used by personnel in tranches		
Ventilation devises		
PPE for workers on site		
Pile sheets on site		
WELDING – Work Precaution Checklist	**Required? Yes / No**	**Initial by Verifier**
Protective screens erected		
Full spark containment		
Drains covered		
Competent Fire Watcher on duty		
Area free from combustible material		
Fire extinguishers placed in work area		
Fire hose charged & available		
PRESSURE TEST – Work Precaution Checklist	**Required? Yes / No**	**Initial by Verifier**
Isolations proved		

Pressure relief devices in place & tested		
Pressure lines secured against movement		
Bleed off lines directed to safe areas		
Voids checked for trapped pressure		
Hammer union compatibility verified		
System of communication established & tested		
Warning signs on site		
ELECTRICAL WORK - Work Precaution Checklist	**Required? Yes / No**	**Initial by Verifier**
Capacitors discharged		
Isolations proved – correct item de-energised		
Residual current device (RCD) in place		
Grounding of equipment completed		
Personnel certification available / sighted		
PPE on site		
Confined Space - Work Precaution Checklist	**Required? Yes / No**	**Initial by Verifier**
Is mechanical ventilation equipment needed during entry?		
Are entrance, attendants, and rescue personnel properly trained?		
Are safety harness, lifelines, and hoisting equipment available for standby person?		
Communication equipment is available on site		
Is approved respiratory protective equipment provided for entrants and standby persons?		
Confined space is properly identified with barriers/signs		
Is all electrical equipment tagout/lockout?		
Is all lighting adequate for work and evacuation?		
Non-sparking tools available for entrants?		
Are applicable MSDS sheets available for entrants?		
Are additional permits required (HOT WORK)?		
Has risks communicated to personnel?		

SECTION B - WORK PRECAUTIONS – PRESTART GAS DETECTION AND MONITORING RECORD

Gas tester name	Initials	Time:	% LEL	CO, ppm	H2S, ppm	% O2	Other gases

SECTION B – ISOLATION Record

Description of isolation	Lock/Tag number	Lock /Tag location	Initial-Verified in place	Initial-Verified removed

SECTION C – ONGOING WORK CONDITIONS

Work conditions – Mandatory for site Permit Holder & all site Work Party members

☐ Continuous gas monitoring during work ☐ Goggles ☐ Respirators ☐ Face shield ☐ Hearing protection

Other Details & Conditions

GAS DETECTION & MONITORING Record – Ongoing

Gas tester name	Initials	Time	% LEL	CO, ppm	CO_2, ppm	% O2	Other gases

SECTION D – PERMIT ISSUE/PERMIT CLOSEOUT

Permit is active from	**Date: Time:**	**Permit expires at:**	**Date: Time:**
Permit Holder Acceptance	EHS officer Approval	Site Manager Authorization	
Name:	Name:	Name:	
Signature:	Signature:	Signature:	
Permit Holder Closeout	**EHS officer Closeout**	**Site manager Closeout**	
Work complete? ☐ Yes ☐ No	Work complete? ☐ Yes ☐ No	Work complete? ☐ Yes ☐ No	
List details of incomplete work:			
Time of closeout:	Time of closeout:	Time of closeout:	
Site cleaned up/work party locks/tags removed? ☐ Yes ☐ No	Site cleaned up/work party locks /tags removed? ☐ Yes ☐ No	Site cleaned up / work party locks/tags removed? ☐ Yes ☐ No	
Name:	Name:	Name:	
Signature:	Signature:	Signature:	

Annex 5 The Site Inspection Report

The present site inspection checklist (general) shall be used by the Contractors' OHS representative for checking site working conditions on sites and by the CSE for evaluation the compliance with the requirements (operating criterion) of the present document, and not limited to.

No.	Operational criterion	Requirements	Remarks/ Nonconformity
1	Stability and solidity	Is report of verification present on site? SOPs?	
2	Energy distribution installations	Is report of verification present on site? PTW? SOP?	
		Are there a lock and tag system installed on sites?	
3	Emergency routes and exits	Are emergency routes and exists established on sites?	
4	Fire detection and fire fighting	Are fire detection and firefighting equipment present on sites?	
		Are there an emergency register present on sites? Plan?	
		Is emergency equipment maintained properly? Proofs	
5	Ventilation	Are offices and other facilities properly ventilated?	
		Are there devices for air quality measurement present on construction sites?	
6	Exposure to particular risks (Noise & vibration)	Are personnel equipped with special PPE for hearing protection?	
		Are there a collective measure for hearing protection?	
		Are there a vibration measurement program with mitigation measures?	
7	Temperature	Are PPE provided on construction sites taking into consideration atmospheric conditions (summer &winter)?	
8	Natural & artificial lighting of workstations, rooms and traffic routes on the site	Are sites equipped normally with lighting?	
		Do personnel work shifts? Is storage area and other contractor's facilities ensured with sufficient lighting?	
9	Doors and gates	Are doors and gate in good working conditions in order not to create obstacles for workforce?	
10	Traffic routes — danger areas	Are installed on construction site speed limit and traffic signs?	
11	Loading bays and ramps	Is develop a special SOP for lading bays and ramps?	
12	First aid	Is firsts aid equipment and kit present on site?	
		Is the med evacuation Plan present on site?	
		Is the list of emergency situation present on sites?	
		Is the first aid procedure present on sites?	
		Are personnel for rendering first aid competent?	
13	Sanitary equipment	Are sanitary equipment present on site and are in satisfaction hygiene conditions (portable toilets, etc.)?	
14	Showers and washbasins	Are showers and washbasins present on sites?	
15	Falling objects	Are falling objects procedure (SOP) present on sites?	
		Are working on heights PPE present on sites?	
		Are PPE for working at heights maintained & checked?	
		Are collective measures for working at heights present on sites?	

16	Falls from a height	Are personnel able to perform work on heights? Please provide medical records.	
		Is a PTW issued for this activity and all measures are insured for finishing task in safety conditions?	
		Are special PPE for working at height present on construction sites and maintained, checked and in order to execute the work?	
		Does the worker have a special device for keeping all tools in order to prevent falling objects from heights?	
		Are collective barriers installed on construction site to prevent falling form height (protection barriers, net, etc.)?	
17	Scaffolding and leaders	Are SOP present on sites? PTW?	
		Are PPE present on sites, scaffolding verification program and training for working on heights plan?	
		Are there a leader's safety and training plan present on site?	
18	Lifting equipment	Are lifting equipment operators competent to perform tasks?	
		Are there maintenance records for liftin equipment present on sites?	
		Are personnel for handling load certified?	
		Is a PTW issued for lifting activity?	
19	Installations, machinery, equipment	Are installations, machinery and equipment well maintained and ready for work? PTW? SOP?	
		Are there installed traffic signs on construction sites and other places (storage area, etc)?	
20	Excavations and earthworks	Are there present a SOP present on sites? PTW	
		Are there installed on construction sites measures for supporting embankment?	
		are enough fresh air in excavation trenches or ventilation?	
		Are there present a protection program for protection human falling in trenches?	
		Are there present a leader to exist form the trenches?	
		Are there provided measure to prevent flooding the excavated trenches?	

Annex 6: Incident Investigation Report

Incident details

Incident number:
Date and time:
Location/Site:
Area:
Type of Incident:
Activity at the time of Incident:
Contractor name (if contractor is involved):

Consequences:

Events Leading to the Incident:

Description of the Incident:

Environment Incident Details (if applicable):

Type of substances ☐ Solid ☐ Liquid ☐ Gas
Terrain affected ☐ Land ☐ Water ☐ Air
Nature of Substance:
Quantity discharge:
Quantity recovered:
Control measures taken, including the clean up:

Property Damage Details (if applicable)

Type of facility:
Type of Plant/Equipment:
Equipment Tag No.
Cost of the damage:
Description of Damage: (Photos of the damaged equipment can be attached separately if applicable

Vehicle Incidents Details (if applicable):

Company vehicle involved:
Non company vehicle involved:
Note: when a company employee is driving any vehicle is consider as company vehicle

Journey Information:

Location of Incident:
Origin:
Destination:
Kms from origin

Vehicle Details:

Vehicle s Reg. No._____ Type:_____Make/Model:_____

Driver s Details:

Name:
Age:
Sex:
Name of Contractor:
Driving License No.
Expiry Date:
Speed of the vehicle at the time of accident (approx.):
Speed limit at the accident spot:

Road condition		Good		Poor		Surfaced		Unsurfaced		Rainy
Weather		Clear		Poor visibility		Windy		Storm		Dark
Lighting		Dawn		Day light		Low sun		Dusk		

Witness Inquiry Details

Numbers of persons inquired:
Name of the persons inquired:
Designation:
Date of Enquiry:
Time (24 h format):
Location:
Witness statement (attach if required):
Address of the witness:

Results of the Investigations:

Annex 7: The Nonconformity and Corrective Actions Report

Part A: Nonconformity Report			
Non-conformance (To be completed by NCR Preparer or Auditor):			
Title of NCR:			
NCR Number:		**Date Issued:**	
NCR Prepared By:		**NCR Issued To:**	
Job Title		**Job Title**	
CS Engineer		**Contractor**	
EHSS Expert		**Subcontractor**	
Details of the Non-conformance (To be completed by NCR Preparer or Auditor)			
Major ☐		**Minor** ☐	
Description Insert a clear and concise description of the Non-conformance identified and any additional supporting documents (such as reports, drawings, photographs, etc.) evidencing the situation/problem identified, and attach to the NCR.			
Requirement relating to the Non-conformance Insert details of the relevant governance document(s) such as contract, procedure, specification or standard, as applicable (including any Document Reference Numbers)			
Part B: Classification of aspects and dangers			
For reporting/benchmarking purposes, Non-conformances are classified into at least one of six categories. Tick the most appropriate options below			
	To be completed by NCR Preparer or Auditor		
	1	**Materials**	
	2	**Machine & equipment**	
	3	**Measurement (monitor and control by management)**	
	4	**Manpower (training included)**	
	5.	**Methods (workmanship included)**	
	6	**Health and safety**	
	7.	**Environment and Social**	
Details of the Root Cause Documentation Refer any internal meetings, investigations, audits that took place to identify and confirm root cause and attach any relevant records (Minutes, reports etc.)			
Time table:			
Proposed by: Name: Date:			
Reviewed by: Name: Signature: Date:			
Part C: Remedial (Correction) and Corrective Action(s) to address Non-conformance			
Correction Actions (To be completed by the Responsible Manager) Insert a clear and concise description of the Correction (Remedial Action to be taken to rectify the Major Non-conformance identified)			

Proposed by **Name of Responsible Manager:**		**Job Title:**	
Planned Completion Date: (Specify an appropriate and realistic date)		**Signature:**	
Reviewed by (Name of NCR Issuer or Issuer Line Manager)	**Date:**	**Signature**	
Corrective Action(s) (To be completed by Responsible Manager): Please insert details of the Corrective Action to be taken to prevent recurrence of the identified Non-conformance.			
Proposed by: **Name of Responsible Manager:**		**Job Title:**	
Expected Timescale: (Specified date; monthly; periodic; on-going; etc.)		**Signature:**	
Reviewed by (Name of NCR Issuer or Issuer Line Manager)	**Date:**	**Signature**	
Part D: Closure of Non-conformance			
Verification of completion of the Corrective Action(s) (To be completed by NCR Preparer or Auditor)			
Verified Complete (Select as applicable)	**Yes** □ **No** □	**The Corrective Action(s) above have been satisfactorily completed by the relevant Responsible Manager.**	
Comments:			
Verified by NCR Preparer or Auditor:			
Name:		**Date:**	
Job Title:		**Signature:**	
Reviewed/Approved by: (Lead Auditor, Quality Manager or other Senior Manager as per applicable NCR Procedure)			
Name:		**Date:**	
Job Title:		**Signature:**	