

Personnel and Facility Housekeeping						
#	Description	Qty	Uom	Unit Price (USD)	Total (USD)	Observation
1	Cleaning of 23 toilets, 10 showers, and 2 change houses (2 shifts/day)	1	Month			
2	Cleaning of main office and meeting rooms (3x daily)	1	Month			
3	Cleaning of R-LOOK toilets	1	Month			
4	Maintenance of Mama Malewa Restaurant	1	Month			
5	Monthly maintenance of Process Tribune	1	Month			
6	Filing system setup and cleaning (Training Center)	1	Month			
Waste segregation and removal						
#	Description	Qty		Unit Price (USD)	Total (USD)	
7	Collection and disposal of plastic, food, metal, cardboard waste	1	Month			
8	Rental of dump truck (Juston) for waste transport	1	Month			
9	Rental of waste bin garbage truck for trash collection	1	Month			
10	Removal of empty drums, bags, pallets (Water Treatment)	1	Month			
11	Reagent zone cleanup: cyanide bags, metal, mixed toilet	1	Month			
Bush Clearing						
#	Description	Qty		Unit Price (USD)	Total (USD)	
12	Bush clearing around plant and detox zones	1	Month			
13	Bush clearing at tailings pipeline and TSF	1	Month			
14	Bush clearing around secondary crusher	1	Month			
15	Bush clearing at R-LOOK area	1	Month			
16	Bush clearing at the plant parking and toward MSA Lab	1	Month			
Drains cleaning						
#	Description	Qty		Unit Price (USD)	Total (USD)	
17	Unchoke and empty drainage lines in the plant	1	Month			

PRE-BID RISK ASSESSMENT FORM

Document Reference:	Revision Number	Original Issue Date	Review Date
BGC-CORP-FORM-002	0	January 20, 2025	January 18, 2030

Project Name: (Reference SOW)	PLANT FACILITIES CLEANING AND GROUND MAINTENANCE
Project Description:	This project is about plant general facilities cleaning, bush clearing, vegetation and drainage control. The scope includes: the housekeeping of the process plant training center , change house and sanitary facilities, the main office, mass meeting shed, the control room, the metallurgical laboratory and kitchens(including Mama Malewa), waste/rubbish segregation and disposal, bush clearing and drainage cleaning. Upon completion, the contractor is expected to enhance general facilities conditions, improve plant facilities safety and hygiene, ensure regulatory compliance and support to operations.

Tasks	Hazards	Controls
To clean the training center, change-house, main office,kitchens, the metallurgical laboratory, the mass meeting shed, ghe control room and the sanitary facilities.	Slipping, chemical exposure, Poor illumination/lighting	Workplace Inspection -Provision of illumination Occupational Hygiene Survey - Illumination
Waste/rubbish segregation and disposal	Hand injury, rotative equipment, stored energy, Sharp metallic material, Falling rock from conveyor, Moving Machinery (Conveyor, Truck, Loader, Crane, TLB, Telehandler), Interaction with mobile equipment	1. Wear appropriate PPE (Rubber gloves, dust mask & safety glasses when handling food waste) 2. Do not stand or pass underneath loaded conveyor 3. Stay clear from magnet discharge 4. Stop the magnet prior to collect metal pieces at the discharge bunker
General bush clearing	Snakes and harmful insects, Non- correct work tools, Sharp hand tools, Poor placement of brush cutters, Tripping, slipping and falls, Pinch point, sharp objects, Unidentified holes, Interaction with mobile devices, Weather conditions	Visually inspect the work area for the presence of snakes or harmful insects. Complete your daily FLRA (Field Level Risk Assessment). Communicate the risk assessment for this task to all employees involved.

		Wear appropriate PPE (gloves, safety glasses, clothing with visible reflectors, long-sleeved shirt, and leg warmers).
Drainage cleaning	Musculature, hard physics job, hand injury, contaminated slurry, stored energy, Sharp metallic material, confined space, Interaction with mobile equipment, poor placement of shoveling worker	Work area inspection, wear appropriate PPE (gloves, safety glasses, resistant chemical suit, and gumboot), Complete the daily FLRA (Field Level Risk Assessment) Proper tools inspection and good communication while working
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Select all the Fatal Risks present:									
	☒ Stored Energy		☐ Falling from Heights		☐ Lifting		☐ Blasting and Explosives		☒ Hazardous Substances and Chemicals
	☒ Confined Spaces		☒ Mobile Equipment		☐ Fall of Ground		☒ Rotating Equipment		☒ Fire

Control Effectiveness:	Compliance to safety procedures and wear of suitable PPEs			
Additional actions needed before job start:	Ensure the contractor undergoes through the plant induction			
Identified Risk Level:	☒ Low ☐ Medium ☐ High ☐ Very High			

Responsible	Name	Signature	Date
Technical Representative	Franck Ali Sumaili		2026/06/18
Safety Representative	John Banza		2026/06/18

Appendix

Risk Ranking matrix:

Compares likelihood of the risk with the consequence level based on the consequence criteria.

*This matrix will be used to evaluate the significance of the risk and its priority for attention.

Likelihood Level					
5	Medium	Medium	High	Very High	Very High
4	Low	Medium	High	Very High	Very High
3	Low	Medium	High	High	Very High
2	Low	Medium	Medium	High	Very High
1	Low	Low	Medium	High	High

Consequence Level

Level

Probability

5	Almost Certain	>90%
4	Likely	50% - 90%
3	Possible	>25% - <50%
2	Unlikely	10% - 25%
1	Very Unlikely	<10%

Likelihood criteria:

Likelihood levels will be chosen from the table below based on the probability that the expected impact selected in from the consequence criteria will be experienced.

Consequence Criteria: Consequence levels will be chosen from the table below based on the expected impact on Barrick, choosing the worst case of the consequence types that are pertinent. This should reflect the assessment of the existing controls and their effectiveness.							
Level	Financial (Operating cash flow)	Shareholder Value (NPV/Market cap)	Health and Safety	Environment	Society (Community, NGO, Government, Media)	Legal	
5	>\$250m	>\$1b	Multiple fatalities or significant loss of quality of life to multiple people.	Severe regional impact resulting in permanent long-term impact to the environment. Immediately reportable to Government or State	Significant loss of trust by affected, national and/or government threatening the continued viability of the operation. International and national government, NGO and media condemnation. Systemic pattern of gross human rights violations affecting multiple people.	Prolonged litigation likely. Potential jail terms and/or high fines for executives and directors. Potential very high fines for the company.	
4	>\$100m<\$250m	>\$500m<\$1b	Single fatality or critical injury with a permanent negative impact to quality of life for one person	Significant impact with medium to long-term impairment and residual ecosystem effects. Regulatory agency mandated remediation and/or monitoring over a long-term period to determine extent of adverse environmental impact. Immediately reportable to Government or State.	Community unrest and/or protest requiring intervention and substantial management attention. National and/or regional media coverage over several days and/or NGO condemnation. Individual gross human rights violation or systemic negative human rights impacts.	Prosecution of individuals and/or significant fines for individuals and/or the company.	
3	>\$20m<\$100m	>\$50m<\$500m	Serious injury to one or more persons resulting in temporary negative impact to quality of life. (RDI & LTI)	Moderate impact resulting in medium – term impacts to the environment. Remediation completed in compliance with regulations over a medium-term period without any anticipated residual adverse environmental impacts. Potentially reportable to State or government, but not immediately.	Persistent community grievances, complaints, unrest or protests. National and/or regional media coverage and/or NGO scrutiny. Systemic or severe individual negative impacts on human rights.	Significant legislation or permit non-compliance or litigation likely resulting in settlement costs and/or fines.	
2	>\$1m<\$20m	>\$10m<\$50m	Reversible injury to one person, (no lost time to work performance) but requiring medical treatment. (MTI)	Localized, minor impact within the current or planned disturbance area (or isolated offsite impacts.) Limited remediation, and/or controls required to meet regulatory standards. Potentially reportable to State or Government but not immediately	Persistent complaints and grievances, unrest or protests. Local Media coverage. Isolated negative impacts on human rights	Legislation or permit non-compliance or litigation likely resulting in need for legal engagement.	
1	<\$1m	<\$10m	Minor injury not affecting work performance and requiring only a single first aid treatment.	Environmental incident with an area already distributed by operations, with short-term impacts. Remediation carried out as part of routine processes. Not reportable to the government.	Minor complaints and grievances from local communities. No impact on human rights.	Minor non-compliance with legislation or permits.	

Control Effectiveness: A relative assessment of the degree of modification that is currently present and effective compared with that which is reasonably achievable for a particular risk.	Descriptor	Guide
	Fully Effective	Controls are as good as realistically possible, both well-designed and implemented as well as they can be.
	Substantially Effective	Controls are generally well-designed and well implemented but some improvement is possible in their design or implementation.
	Partially Effective	Controls are well-designed but are not implemented that well. OR While the implementation is diligent, it is clear that better controls could be devised.
	Largely Ineffective	There are significant gaps in the design or in the effective implementation of controls – much more could be done.
	Totally Ineffective	Virtually no credible controls relative to what could be done.

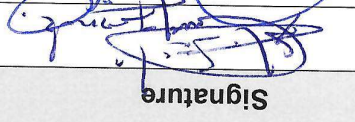
Fatal Risk	Critical Controls
Stored Energy	De-energize: Identify sources of energy and ensure they are zero-state
	LOTO: Remember to always lock out – tag out – try out
	Guards, Barriers, and Barricades: Ensure they are in position and effective
	Lock-out Device: Use the appropriate lock out device to isolate the energy source
	Personal Lock and Tag: Have your OWN lock and tag, with unique key
Falling from Heights	Rescue Plan: Ensure a rescue plan is in place before starting work above 1.8m.
	Fall Equipment: Inspect and wear the correct fall-restraint or arrest equipment when working above 1.8m.
	Tie Off: Stay 100% tied off at all times on approved anchor points.
	Elevated Platforms: Only work from certified elevated platforms.
	Barriers: Ensure barriers are in place to prevent people or objects from falling over edge; ensure exclusion zones are demarcated.
Lifting	Lift Plan: Determine how the lift will be carried out with input from all persons involved.
	Equipment and Rigging: Ensure all lifting equipment is inspected, certified, and load is secured and controlled.
	Calculate and Confirm: Analyze the weight of the load and all associated equipment parameters.
	Drop Zone: Erect barricades and exclusion zones to restrict access to the area under a suspended load or within a drop zone.
	Communication: Positive communication from a single person to operator.
Blasting & Explosives	Communication: Scheduled and effective blast notification to all site personnel.
	Blast Design: Compliance with the approved drill and blast design.
	Transport Equipment: Safely transport explosives using approved, certified, and maintained explosives-transport equipment.
	Exclusion Zones: Establish and restrict access of personnel and equipment to blast exclusion zones with barricades.
	Access Control: Lock out – tag out on slinger and blast tag boards, to ensure all individuals are accounted for.
Hazardous Substances and Chemicals	PPE: Wear correct hazardous-materials PPE in line with Safety Data Sheet (SDS)
	Access: Restrict access to authorized personnel only
	Emergency Response: Containment: and exposure measures must be on hand and working according to SDS guidance
	Detection and Alarm Systems: Correct detection devices and alarms are in place and fully functional.
	Handling and Transfer: Protection protocols are in place when handling and transferring chemicals based on SDS.
Confined Space	Rescue Plan: Formulate a rescue plan and ensure that a spotter is in place at all times.
	Permit: Ensure you have a signed and complete permit to access entry point.
	Energy Isolation: All possible energy sources have been identified and controlled per lock out – tag out – try out (LOTO)
	Access Control: Work area to be demarcated and access control to be managed by a spotter at all entry points.
	Atmosphere: Test and confirm atmosphere is life-sustaining and continue monitoring.

Mobile Equipment	Pre-Use Inspection: Confirm functionality of braking, steering, and safety devices.
	Parking: Follow safe, secure, and stable parking practices in designated parking areas.
	Traffic Management Plan: Adhere to road designs, rules, signage, and segregation of equipment and pedestrians.
	Berms and Windrows: Ensure that berms and windrows are installed to standard and maintained.
	Communication: Ensure positive communication is maintained at all times.
Fall of Ground	Mobile Devices: Do not use phones, smart watches, or tablets when driving.
	Workplace Inspection: Inspected, properly scaled down, and made safe.
	Geotechnical Inspection: Ensure that inspections are completed, and workplaces are continuously monitored.
	Ground Control Management Plan: Ensure that the plan is implemented and communicated.
	Barricading and Exclusion Zones: Ensure exclusion zones have been identified and maintained.
Rotating Equipment	Water Management: Establish a water management plan.
	Guards, Barriers, and Barricades: Ensure these are effective, in place, and maintained.
	Safety Devices: Ensure safety devices and interlocks have been tested and are in working condition.
	Energy Isolation: All possible energy sources have been identified and controlled per lock out – tag out – try out (LOTOTO).
	Combustible Materials Storage: Store combustible/flammable materials separately and safely.
Fire	Ventilation: Ensure adequate ventilation in working areas and that systems are functioning and maintained.
	Fire Detection, Alarm, and Suppression: Ensure fixed and mobile equipment has functional fire detection and suppression system.
	Evacuation Plan: Be prepared and know your emergency plan, egress, refuse chamber, self-rescuer, and muster point.
	Hot Work Permit: Obtain a permit and implement the associated controls before starting work.

Low Risk Scope of Work Form

Document Reference:	BGC-CORP-FORM-003	Revision Number	0	Original Issue Date	January 20, 2025	Review Date	January 18, 2030
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Project Name	PLANT FACILITIES CLEANING AND GROUND MAINTENANCE		
Site Location:	Kibali Gold Mine / Processing Plant		
Risk Rating of SOW: (Based on Pre-Bid Risk Assessment)	☒ Low ☐ Medium (Check one)		

Approver	Name	Signature	Date
Technical Representative	Franck Ali Sumaili		18 June 2026
Safety Only Required for medium risk projects	John Banza		18 June 2026

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1. PROJECT OVERVIEW

Outline the specific deliverables, objectives and boundaries of the project.

This project is about plant general facilities cleaning, bush clearing, vegetation and drainage control. The scope includes: the housekeeping of the process plant training center , change house and sanitary facilities, the main office, mass meeting shed, the control room, the metallurgical laboratory and kitchens(including Mama Malewa), waste/rubbish segregation and disposal, bush clearing and drainage cleaning. Upon completion, the contractor is expected to enhance general facilities conditions, improve plant facilities safety and hygiene, ensure regulatory compliance and support to operations.

2. GENERAL DESCRIPTION OF WORK

2.1. DELIVERABLES (KPI'S)

Deliverable	Description	Expected Date
Deliverable 01	The contractor shall provide a high standard of cleanliness of all designated facilities(training center, main office, change-house, kitchens, mass meeting shed, metallurgical laboratory, control room). Daily cleaning and maintenance of all internal and external areas. Including disinfection and cleaning of all surfaces, fixtures, and floors. Replenishment of toiletries and cleaning materials, reporting of plumbing or fixture faults. Floor and carpet maintenance, desk and surface cleaning, emptying of bins and waste segregation, cleaning of windows, glass partitions and common areas.	Click or tap to enter a date.
Deliverable 02	The contractor shall be responsible of waste/rubbish segregation and final disposal. Daily collection, segregation and disposal of food waste, plastic waste, metallic scrap, paper, cardboard waste and trashes in accordance with site environmental policies and designated waste zones.	Click or tap to enter a date.
Deliverable 03	The contractor shall be responsible of clearing of overgrown vegetation and bushes in and around: all tailings pipeline to the TSF (Tailings Storage Facility), Process Plant sections, pathway to the MSA Laboratory, Including access roads and drain lines, this shall be performed a minimum of three (3) times per month, or as otherwise instructed by the Client.	Click or tap to enter a date.
Deliverable 04	The contractor shall be responsible of manual and/or mechanical cleaning of drainage lines to ensure proper water flow and reduce flooding risk. To ensure drain lines are free from blockages, and inspections should be documented following each clearing activity.	Click or tap to enter a date.
Deliverable 05	Click or tap here to enter text.	Click or tap to enter a date.
Deliverable 06	Click or tap here to enter text.	Click or tap to enter a date.

2.2. PROJECT LOCATION	
<i>Provide an address and describe the specific location of the scope of work.</i>	
Kibali Gold Mine, Watsa District / Haut Uele / DRC	
Processing Plant / TSF lines	
Work area details : - Processing plant and tailing storage facility lines	
2.3. EQUIPMENT AND TOOLS REQUIRED	
<i>List all equipment and tools required to perform the job.</i>	
Items supplied by Contractor	
- 1 Waste bin garbage truck for trash collection, - 1 Dump truck(5t) - Correct PPEs - Safety equipments - Qualified manpower	
Items supplied by Barrick	
- Site & Plant access - Site transport from Camp to the Process Plant - Access to electrical power - Laydown - Emergency Response Support & first aid facilities	

2.4. INSURANCE AND WARRANTY REQUIREMENTS	<i>Provide list of applicable insurances or warranties.</i>
Requirements to be identified by the Contract Specialist - The contractor shall provide adequate insurance coverage for the full duration of the project. This includes insurance for all equipment and materials during transportation and delivery to site, ensuring protection against loss or damage in transit. The contractor must also hold valid professional liability insurance covering design, engineering, and advisory activities. In addition, comprehensive liability insurance is required for all installation, testing, and commissioning works, covering potential damages to property, equipment, and third parties arising from their operations. - Previous experience in similar activities.	2.5. PROJECT RISK IDENTIFICATION <i>All project risks shall be identified within the Pre-Bid Risk Assessment taking into consideration all safety, environmental and community risks. Please attach the Pre-Bid Risk assessment to this document.</i>

3. HEALTH AND SAFETY REQUIREMENTS	<i>The Contractor shall apply all requirements established in Barrick's Health and Safety standards, as well as policies and procedures. The Contractor must consider all the requirements to prepare and submit a specific health and safety plan for the project using Barrick's Safe Work Plan form (please attach).</i>												
3.1 SPECIFIC SAFETY REQUIREMENTS	<i>List the specific safety requirements associated with the jobwork and all applicable procedures.</i> <table border="1"> <tr> <td data-bbox="105 787 1468 819"> -Personal </td> <td data-bbox="105 724 1468 787"> Protective </td> <td data-bbox="105 661 1468 724"> Equipment </td> <td data-bbox="105 598 1468 661"> (PPE): </td> </tr> <tr> <td data-bbox="105 535 1468 598"> All contractor personnel must be provided with and correctly wear the required Personal Protective Equipment (PPE) in accordance with Barrick and Kibali Gold Mine safety standards. PPE compliance will be subject to daily spot checks and monthly audits. </td> <td data-bbox="105 472 1468 535"> Any equipment used by the contractor (e.g., dump trucks) must undergo a pre-operation inspection checklist and comply fully with Barrick mobile equipment safety standards. Inspection records must be maintained and submitted monthly or upon request. </td> <td data-bbox="105 409 1468 472"> -Training </td> <td data-bbox="105 346 1468 409"> Competency: </td> </tr> <tr> <td data-bbox="105 283 1468 346"> All personnel involved must be trained on chemical hazards, safe handling procedures, emergency response, and correct use of PPE. The Contractor shall ensure 100% compliance with Barrick's Health and Safety Policy. This includes participation in safety inductions, adherence to site rules, incident reporting, and active involvement in toolbox talks and hazard identification. </td> <td data-bbox="105 220 1468 283"> Lockout/Tagout </td> <td data-bbox="105 157 1468 220"> Strict LOTO procedures for electrical and mechanical systems. </td> <td data-bbox="105 94 1468 157"> : </td> </tr> </table>	-Personal	Protective	Equipment	(PPE):	All contractor personnel must be provided with and correctly wear the required Personal Protective Equipment (PPE) in accordance with Barrick and Kibali Gold Mine safety standards. PPE compliance will be subject to daily spot checks and monthly audits.	Any equipment used by the contractor (e.g., dump trucks) must undergo a pre-operation inspection checklist and comply fully with Barrick mobile equipment safety standards. Inspection records must be maintained and submitted monthly or upon request.	-Training	Competency:	All personnel involved must be trained on chemical hazards, safe handling procedures, emergency response, and correct use of PPE. The Contractor shall ensure 100% compliance with Barrick's Health and Safety Policy. This includes participation in safety inductions, adherence to site rules, incident reporting, and active involvement in toolbox talks and hazard identification.	Lockout/Tagout	Strict LOTO procedures for electrical and mechanical systems.	:
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Spill and Leak Management:	- Spill kits and neutralizing agents must be readily available; quick containment and cleanup procedures must be followed.
Emergency Equipment:	- Eyewash stations and safety showers must be accessible and fully operational near all work areas involving chemical substances
Control:	- Access Restrict access to authorized and trained personnel only during hazardous operations.
Reporting:	- Communication & Incident Clear communication protocols and immediate reporting of any safety incidents or near misses

3.2 HEALTH AND SAFETY PROCEDURES	<i>List all applicable Health and Safety operational procedures.</i> As per Barrick Standards
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4. ENVIRONMENTAL REQUIREMENTS	The Contractor shall apply all the requirements established in Barrick's Environmental Guidelines for Contractors, comply with Barrick's Environmental Policy, and meet all other applicable environmental requirements, procedures or standards to present the specific environmental management plan for the project if applicable. <tr><td>4.1 ENVIRONMENTAL SPECIFIC REQUIREMENTS</td><td> <i>List the specific Environmental requirements associated with the job/work and all applicable procedures.</i> </td></tr>	4.1 ENVIRONMENTAL SPECIFIC REQUIREMENTS	<i>List the specific Environmental requirements associated with the job/work and all applicable procedures.</i>
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All waste products must be managed and disposed of in accordance with applicable environmental regulations to protect soil and water resources.

4.2 ENVIRONMENTAL PROCEDURES

List all applicable Environmental operational procedures.

As per Barrick Standards

5. SOCIAL REQUIREMENTS

For the development of this project, the Contractor must apply all the social requirements established in Barrick's social performance policy, with the objective to support the company's social commitment to sustainable development.

5.1 SOCIAL SPECIFIC REQUIREMENTS

List the specific social requirements associated with the job/work and all applicable procedures.

- Barick Social Performance Policy compliance
- Local procurement of materials and accessories if possible
- The related works must not affect the safety of the community
- The related works must not affect the health and the security of the community
- Promote local employment

5.2 SOCIAL PROCEDURES

List all applicable Social operational procedures.

As per Barick Standards

6. CERTIFICATIONS AND COMPETENCIES

Mark an X in the box next to all applicable certifications and competencies.

COMPETENCE	Applies	COMPETENCE	Applies
Fall From Heights	☐	Fire (Hot Work)	☐
Confined Space	☒	Hazardous Substances	☒
Stored Energy (LOTO)	☒	Excavations and Penetration (trenching)	☒
Lifting	☒	Working with High Voltage Lines	☐
Hazards Recognition/ Risk Assessment	☒	Mobile Equipment	☒
Blasting and Explosives	☐	Other:	☐

Other Applicable Competencies/Certifications

Competencie in Operations, Design & Commissioning of Unit Operations

7. SOW MANAGEMENT	
The following documents must be attached when submitting this form to the Contract Specialist:	
☒	Pre-Bid Risk Assessment
☐	Reference Documents: Images, documents, drawings
☐	Other: Click or tap here to enter text.

8. APPENDIX

Documents:
Drag and drop documents from your files here...

Images/drawings:
Drag and drop images from your files here...



