



# **HSE Organization Setup and Responsibility Management Procedure**

## **Document No.: CLADDING-HSE-PD-03**

### **1 General Provisions**

#### **1.1 Purpose**

To establish, implement and maintain an organizational support system for the Health, Safety and Environment (HSE) management system with clear structure, definite responsibilities and authorities, and efficient operation; clarify the roles, responsibilities and authorities of the Party Committee, leaders at all levels, departments and posts in HSE management; implement the principles of "Party and Administration Shared Responsibility, Dual Responsibilities for One Post" and "Three Areas of Management with Mandatory Safety Oversight" (safety oversight must be integrated into work management, business management, and production & operation management); ensure the implementation of HSE policies and achievement of HSE objectives; effectively control HSE risks in business links such as material procurement, equipment supply, warehouse management and transportation logistics; continuously improve HSE performance; and safeguard employees' life and health, ecological environment safety and the company's legal operations. This procedure is formulated in accordance with the *Work Safety Law of the People's Republic of China*, *Environmental Protection Law of the People's Republic of China*, and HSE management system requirements of PIPING SYSTEM PTE LTD and COMPANY.

#### **1.2 Scope of Application**

This procedure applies to the setup of HSE management organizations, determination, communication, performance, assessment and accountability of responsibilities and authorities of Pipeline Materials and Equipment Co., Ltd. and its subordinate departments, branches and project departments (hereinafter collectively referred to as "all units"). It covers all employees of the company (including regular employees, seconded employees and temporary workers) and collaborative management of HSE responsibilities of external parties involved in the company's business (such as suppliers and contractors). All personnel shall understand and perform their corresponding HSE responsibilities.

## 1.3 Referenced Documents

1. *Work Safety Law of the People's Republic of China*
2. *Environmental Protection Law of the People's Republic of China*
3. *Occupational Disease Prevention and Control Law of the People's Republic of China*
4. *Regulations on the Safety Management of Hazardous Chemicals*
5. *Special Equipment Safety Law*
6. *HSE Management System Requirements (Q/SY1002.1)*
7. *Opinions on Implementing "Party and Administration Shared Responsibility, Dual Responsibilities for One Post" to Strengthen Work Safety*
8. *COMPANY HSE Organization Setup and Responsibility Management Measures*
9. *Company HSE Policy Management Procedure*
10. *Company HSE Objectives, Targets and Management Plan Control Procedure*
11. *Company HSE Risk Management Procedure*
12. *Company HSE Performance Measurement and Monitoring Management Procedure*
13. *Company HSE Rewards and Punishments Regulations*
14. *Company Job Description*

## 1.4 Terms and Definitions

1. **HSE Organization:** Refers to the four-level organizational system of "decision-making - management - execution - supervision" established by the company for HSE management, including decision-making organizations (e.g., HSE Management Committee), centralized management organizations (e.g., Quality, Safety and Environmental Protection Department), executive organizations (e.g., departmental HSE management teams) and grassroots implementation organizations (e.g., team-level HSE supervision posts).
2. **HSE Responsibility:** Refers to the responsibilities, rights and obligations that organizations and posts at all levels shall bear in HSE management, including the Party Committee's leadership responsibility, administrative decision-making responsibility, business management responsibility, on-site execution responsibility and supervision & inspection responsibility.
3. **Party and Administration Shared Responsibility:** Refers to the company's Party Committee and administrative leadership team jointly undertaking HSE leadership responsibilities, where the Party Committee provides direction, oversees overall work and ensures implementation, while the administrative team focuses on execution, strengthens management and promotes implementation.
4. **Dual Responsibilities for One Post:** Refers to leaders at all levels and all posts must perform their corresponding HSE responsibilities while fulfilling their own business

responsibilities, realizing "joint planning, joint implementation, joint inspection and joint assessment" of business work and HSE management.

5. Three Areas of Management with Mandatory Safety Oversight: Refers to mandatory safety oversight in work management, business management and production & operation management, clarifying that business departments are the main responsible entities for HSE management, rather than solely the HSE department.

## **2 HSE Responsibilities of Organizations and Leaders at All Levels**

### **2.1 Company Party Committee**

1. In accordance with the principle of "Party and Administration Shared Responsibility, Dual Responsibilities for One Post", play a leading role in HSE work by providing direction, overseeing overall work and ensuring implementation; incorporate HSE work into the important agenda of the Party Committee, and review HSE work at least once per quarter.
2. Supervise and ensure the implementation of national, group company and Pipeline Bureau HSE policies, laws, regulations and standards in the company, and ensure HSE management complies with the requirements of higher-level Party committees and government supervision authorities.
3. Participate in major HSE decisions of the company (e.g., medium- and long-term HSE plans, major risk control plans, major technological transformation projects), put forward opinions and suggestions on major HSE issues, and ensure the compliance and scientificity of decisions.
4. Support administrative leaders in conducting HSE management in accordance with laws and regulations; mobilize and organize Party members to play an exemplary vanguard role in HSE work (e.g., establishing Party Member HSE Model Posts and Party Member Responsibility Zones); and promote the construction of HSE culture.
5. Supervise the implementation and assessment of HSE responsibilities; take HSE performance as an important basis for cadre assessment and promotion; and conduct interviews or accountability for Party member cadres who perform poorly in HSE work.

### **2.2 Company Top Management (Chairman/General Manager)**

1. Serve as the primary responsible person for the company's HSE work, take overall responsibility for the company's HSE work, and bear primary leadership responsibility for HSE accidents.
2. Be responsible for approving and issuing the company's HSE policy; provide necessary organizational and resource guarantees (human resources, special funds, technical equipment, etc.) for the achievement of HSE policies and objectives; and ensure HSE investment accounts for 3%-5% of the company's annual budget.

3. Be responsible for presiding over the company's management review (at least once a year), reviewing the HSE management system operation report, and ensuring the continuous suitability, adequacy and effectiveness of the system.
4. Be responsible for clarifying the HSE responsibilities and authorities of the company's management at all levels and functional departments; signing the *HSE Responsibility Letter*; and promoting the layered transmission of responsibilities to posts.
5. Be responsible for establishing an HSE performance appraisal mechanism; take HSE performance as an important basis for cadre assessment, promotion and rewards/punishments; and ensure the weight of HSE assessment is not less than 15% of the total performance appraisal score.
6. Ensure the authority of the HSE management department (Quality, Safety and Environmental Protection Department) to independently exercise supervision rights without interference from other business departments; and support the HSE department in conducting supervision, inspection and hidden hazard rectification work.
7. Conduct on-site inspections of HSE work in frontline areas such as warehousing, transportation and inspection at least once a month; listen to HSE work reports; and coordinate to resolve major HSE issues.

## **2.3 Company Leader in Charge of HSE Work (Management Representative)**

1. Entrusted by the top management, take overall responsibility for the establishment, implementation, maintenance and continuous improvement of the company's HSE management system, and bear direct leadership responsibility for HSE work.
2. Be responsible for organizing the formulation of the company's annual HSE objectives, targets and work plans; decomposing them to all departments and supervising their implementation; and reporting the objective completion status to the top management quarterly.
3. Be responsible for reporting the operation status of the HSE management system to the top management, including performance, improvement needs and management review inputs, and put forward system optimization suggestions.
4. Be responsible for organizing and coordinating the assessment and control of major HSE risks of the company; establishing a major risk ledger; supervising the implementation of risk control measures; organizing the handling of major HSE accidents and incidents; and promoting rectification in accordance with the "Four Not-Negligence Principles" (no negligence in identifying accident causes, no negligence in handling responsible persons, no negligence in implementing rectification measures, no negligence in educating relevant personnel).
5. Be responsible for ensuring the improvement of HSE awareness among all employees in the company; organizing HSE publicity and education activities (e.g., Work Safety Month, Environmental Protection Day); and promoting the formation of an HSE culture where "everyone emphasizes safety and everything prioritizes safety".

6. Be responsible for organizing the internal audit of the HSE management system (at least once a year); reviewing the internal audit report; and supervising the closed-loop rectification of non-conformities.
7. Coordinate to resolve cross-departmental HSE management disputes; supervise all departments in implementing HSE responsibilities; and conduct interviews with departments with lagging HSE work.

## **2.4 Other Business-Leading Leaders (Deputy General Managers, Chief Engineers, etc.)**

1. Strictly implement the principle of "Three Areas of Management with Mandatory Safety Oversight", and bear direct leadership responsibility for HSE work within the scope of their managed businesses (e.g., the Deputy General Manager in charge of procurement is responsible for HSE risks in the procurement link, and the Chief Engineer is responsible for HSE risks in the technical link).
2. While planning, arranging, inspecting, summarizing and assessing the managed business work, simultaneously plan, arrange, inspect, summarize and assess HSE work to ensure in-depth integration of business and HSE management.
3. Organize the formulation and implementation of HSE rules, regulations and operating procedures in the managed business fields (e.g., the Deputy General Manager in charge of logistics organizes the formulation of *Transportation Safety Management Regulations*) to ensure the systems are in line with actual business conditions.
4. Organize the managed departments to conduct HSE risk identification, assessment and control; participate in at least one HSE risk review of the managed departments quarterly; and promote technological transformation or process optimization in high-risk links.
5. Be responsible for supervising the managed departments in conducting HSE hidden hazard investigation and treatment; supervise major hidden hazards identified in the managed fields by listing them for supervision; and ensure a 100% rectification rate.
6. Participate in the decision-making on major HSE issues of the company; provide professional opinions in the managed business fields; and support the effective operation of the HSE management system.
7. In case of an HSE accident in the managed business field, rush to the site immediately to organize emergency response, participate in accident investigation, and bear corresponding leadership responsibilities.

## **3 HSE Management Organization Setup and Responsibilities**

### **3.1 Decision-Making Level Organization: HSE Management Committee (or Work Safety Committee)**

### **3.1.1 Setup**

The company establishes an HSE Management Committee, which serves as the highest leadership and decision-making coordination organization for the company's HSE work.

- Director: Company Top Management (Chairman/General Manager)
- Deputy Directors: Company Party Secretary, Management Representative (Deputy General Manager in charge of HSE), other business-leading leaders
- Members: Heads of all departments, main responsible persons of all units
- Established Office: Located in the Quality, Safety and Environmental Protection Department; the Director of the Office is concurrently held by the head of the Quality, Safety and Environmental Protection Department, and is responsible for the daily work of the Committee (e.g., meeting organization, document circulation, resolution tracking).

### **3.1.2 Main Responsibilities**

1. Implement national, group company and Pipeline Bureau HSE policies, laws, regulations and standards, and ensure the company's HSE management is compliant and legal.
2. Study and make decisions on major HSE issues of the company; approve the company's medium- and long-term HSE plans, annual objectives and major technical schemes (e.g., hazardous materials warehouse renovation, transportation safety upgrading projects).
3. Approve the company's HSE management rules, regulations and emergency plan system; supervise the effectiveness of system implementation; and put forward opinions on system revisions.
4. Coordinate to resolve major issues in the company's HSE management (e.g., division of cross-departmental HSE responsibility boundaries, resource allocation for major hidden hazard rectification).
5. Supervise and guide the operation and performance of the company's HSE management system; listen to quarterly HSE work reports; and review the annual HSE performance report.
6. Organize or authorize the investigation and handling of major HSE accidents; approve accident investigation reports and rectification measures; and pursue the responsibilities of relevant persons.
7. Hold a plenary meeting at least once a quarter; ad hoc meetings may be held under special circumstances (e.g., occurrence of major accidents, major policy adjustments); meeting minutes shall be prepared and the implementation of resolutions shall be tracked.

## **3.2 Centralized Management Organization: Quality, Safety and Environmental Protection Department (HSE Centralized Management Department)**

### 3.2.1 Setup

The company establishes an independent Quality, Safety and Environmental Protection Department as the centralized functional department for HSE management, which is not interfered by other business departments to ensure the authority of supervision.

- Staffing: Equip full-time HSE management personnel at a ratio of 2‰-5‰ of the total number of employees, with no fewer than 3 personnel; among them, at least 1 person shall hold the qualification of hazardous chemicals safety management personnel, 1 person shall hold the qualification of special equipment safety management personnel, and 1 person shall hold the qualification of certified safety engineer.
- Internal Posts: HSE System Management Post (responsible for systems, audits, management reviews), Safety Supervision Post (responsible for on-site inspections, hidden hazard tracking), Environmental Protection Management Post (responsible for compliance, pollution prevention), Occupational Health Post (responsible for physical examinations, labor protection), Emergency Management Post (responsible for plans, drills, accident handling).

### 3.2.2 Main Responsibilities

1. Organize the formulation and revision of the company's HSE management system documents (systems, procedures, plans); organize system promotion and training to ensure all employees are aware of the systems; and conduct system training effect evaluation at least once a year.
2. Organize HSE risk identification, evaluation and control work of the company; guide all departments in conducting risk identification; establish a company-level major risk ledger; supervise the implementation of major risk control measures; and update the risk ledger quarterly.
3. Organize the formulation of the company's annual HSE objectives, targets and management plans; decompose them to all departments and track and monitor the completion status; and compile the *Phased Assessment Report on HSE Objectives and Targets* quarterly.
4. Be responsible for the identification, acquisition, update and compliance evaluation of HSE laws, regulations and standards; establish a regulatory list and update it at least twice a year; conduct compliance evaluation once a year and compile a report.
5. Organize company-level HSE inspections (1 special inspection per month, 1 comprehensive inspection per quarter), focusing on high-risk links such as warehousing, transportation and hazardous materials management; supervise hidden hazard investigation and treatment; establish a hidden hazard ledger; track closed-loop rectification; and report major hidden hazards to the HSE Management Committee.
6. Organize company-level HSE publicity, education and training; formulate annual training plans; supervise the implementation of training by all departments; be responsible for the qualification management of special operation personnel (e.g., forklift operators, hazardous chemicals operators); and ensure a 100% certified operation rate.

7. Centralize the management of emergency management work; organize the formulation and revision of company-level emergency plans (comprehensive plans, special plans, on-site disposal plans); organize at least 2 comprehensive emergency drills and 4 special drills annually; reserve emergency materials and conduct regular inspections; and manage emergency teams.
8. Organize or participate in the investigation, analysis, statistics and reporting of HSE accidents and incidents; supervise rectification in accordance with the "Four Not-Negligence Principles"; establish accident files; and conduct accident case warning education once a year.
9. Be responsible for communication and coordination with higher-level HSE management departments and government supervision agencies (Emergency Management Bureau, Ecology and Environment Bureau); cooperate with external inspections and assessments; and promptly convey higher-level requirements.
10. Be responsible for the specific organization and implementation of the company's HSE management performance appraisal; formulate assessment rules; collect assessment data quarterly; compile assessment reports; and submit the results to the Human Resources Department for rewards and punishments.
11. Organize the preparation work for the internal audit and management review of the HSE management system; compile internal audit plans and reports; collect management review input materials; and put forward system improvement suggestions.

### **3.3 Executive Level Organizations: All Business and Functional Departments**

#### **3.3.1 General HSE Responsibilities**

All business and functional departments shall bear the main responsibility for HSE management within their business scope; general responsibilities include:

1. Be responsible for identifying, assessing and managing HSE risks in the business activities of the department; conduct risk identification once a month; establish a departmental risk ledger and update it in a timely manner.
2. Be responsible for integrating HSE requirements into the department's business processes, rules and regulations and operating procedures; ensure HSE requirements are clarified before business development (e.g., adding supplier HSE audit links in the procurement process).
3. Be responsible for implementing the HSE objectives, targets and management plans undertaken by the department; formulate departmental implementation plans; clarify responsible persons and time nodes; and conduct self-inspection of objective completion status quarterly.
4. Be responsible for organizing HSE inspections of the department (1 daily inspection per week, 1 special inspection per month); investigate hidden hazards in business links; establish a hidden hazard ledger and ensure a 100% rectification rate.

5. Be responsible for organizing or participating in the investigation and handling of HSE accidents and incidents related to the department; analyze causes and formulate preventive measures to avoid recurrence of similar incidents.
6. Be responsible for HSE awareness and skill training of the department's employees; conduct targeted training based on post risks (e.g., warehouse staff receive fire safety training, drivers receive traffic safety training); and organize HSE learning at least once a month.
7. Be responsible for HSE management of relevant parties (suppliers, contractors, etc.) of the department; conduct HSE disclosure to relevant parties entering the department's operation area; and supervise their compliance with the company's HSE regulations.
8. Be responsible for collecting, organizing and reporting HSE management information of the department (e.g., risk data, hidden hazard rectification status, training records); and submit it to the Quality, Safety and Environmental Protection Department as required.

### **3.3.2 Specific HSE Responsibilities of Key Departments**

#### **1. Procurement Department**

- Be responsible for clarifying HSE requirements for suppliers and products in procurement contracts (e.g., material quality and safety standards, supplier HSE responsibilities, accident compensation agreements); and ensure a 100% coverage rate of HSE clauses in contracts.
- Be responsible for organizing the evaluation and selection of suppliers' HSE qualifications and capabilities; formulate supplier HSE access standards (including business licenses, work safety licenses, etc.); audit hazardous materials suppliers once every six months and general suppliers once a year; and establish supplier HSE files.
- Ensure the procured materials, equipment and materials comply with national, industrial and company HSE standards; prioritize the procurement of green, environmentally friendly and energy-saving products (e.g., low-energy consumption inspection equipment, recyclable packaging materials).
- Track the HSE compliance of the hazardous materials procurement process; verify suppliers' transportation qualifications; and ensure hazardous materials transportation complies with the requirements of the *Regulations on the Safety Management of Hazardous Chemicals*.
- Handle suppliers' HSE violations (e.g., suspend cooperation, cancel qualifications); promote the improvement of suppliers' HSE performance; and select and reward excellent HSE suppliers annually.

#### **1. Equipment Department/Warehousing Center**

- Be responsible for HSE management of warehousing facilities and equipment (e.g., cranes, forklifts, shelves); establish an equipment ledger; organize regular inspections in accordance with regulations (100% inspection rate); ensure safe

operation of equipment; and prohibit the use of equipment that has exceeded the inspection period.

- Be responsible for safety management of warehouses such as fire prevention, explosion prevention and theft prevention; conduct daily inspections of fire-fighting facilities (fire extinguishers, fire hydrants, alarm systems); test the fire-fighting system monthly; entrust professional institutions to conduct maintenance annually; and ensure unobstructed fire exits.
- Be responsible for the storage, custody and distribution management of hazardous chemicals in accordance with the *Regulations on the Safety Management of Hazardous Chemicals*; implement the system of "dual-person receiving/dispatching and dual-person custody"; set up isolated storage areas with clear signs.
- Be responsible for fixed-position management and operating environment control in the warehousing area; store materials in separate areas according to their properties (e.g., flammable materials, moisture-proof materials, general materials stored separately); clean the warehousing area regularly to prevent safety or environmental issues caused by dust and water accumulation.
- Standardize material receiving and dispatching operations; verify material quality and safety signs during warehousing; adopt compliant hoisting methods during dispatching (use cranes for heavy materials and equip commanders); and avoid material damage or personal injury.

#### 1. Logistics and Transportation Department

- Be responsible for HSE risk management during transportation; formulate and implement the *Transportation Safety Management Regulations*; and clarify HSE requirements for transportation vehicles, drivers and routes.
- Be responsible for the review and management of HSE qualifications of carriers and drivers; review carriers' business licenses and road transportation operation permits, as well as drivers' driving licenses and qualification certificates; establish HSE files for carriers and drivers; and conduct audits once a year.
- Be responsible for the safety inspection and maintenance management of transportation vehicles; inspect vehicle brakes, tires, lights, GPS, emergency tools and fire-fighting equipment before daily departure; establish an inspection ledger; prohibit unqualified vehicles from departing; and organize vehicle maintenance once a month.
- Be responsible for transportation route planning; avoid high-risk routes (sections with severe weather, traffic-congested sections, restricted areas); conduct special approval for hazardous materials transportation routes and file them with the Quality, Safety and Environmental Protection Department; and monitor the dynamic status of transportation routes in real time.
- Be responsible for responding to emergencies during transportation (e.g., traffic accidents, material leakage); formulate emergency disposal procedures; coordinate rescue (contact nearby hospitals, fire departments, traffic police) in a timely manner; report incident status and track handling results.

## 1. Engineering and Technology Department

- Be responsible for implementing HSE requirements in technical schemes and process designs (e.g., material inspection processes, equipment transformation schemes); control risks from the source; and ensure a 100% HSE compliance review rate for technical schemes.
- Be responsible for HSE demonstration of the introduction of new technologies, new processes and new equipment; organize risk assessment; formulate prevention and control measures; and avoid safety or environmental issues caused by immature technologies.
- Be responsible for the full-life-cycle HSE management of equipment and facilities; formulate equipment maintenance procedures; track the operating status of equipment; identify safety hazards of aging equipment; and put forward suggestions for renewal and transformation.
- Provide HSE technical support to all departments; solve HSE problems at the technical level (e.g., optimize inspection processes to reduce exposure to harmful substances, improve warehouse layout to enhance fire safety).

## 1. Human Resources Department

- Be responsible for identifying HSE training needs; formulate the company's annual HSE training plan based on post risks; clarify training content, duration and targets; and supervise the implementation of training by all departments.
- Be responsible for implementing HSE special rewards and assessments; incorporate HSE performance into the evaluation system for employee salary distribution, merit selection and promotion; reward employees with excellent HSE performance; and punish violators.
- Be responsible for employee work-related injury insurance management; promptly declare work-related injuries in case of work-related accidents; assist employees in work-related injury identification and compensation; and establish employee work-related injury files.
- Implement HSE requirements in personnel allocation, recruitment and cadre assessment; require candidates for HSE management positions to have relevant qualifications; consider HSE performance in cadre selection; and require new employees to receive no less than 8 hours of HSE training before induction.
- Organize employee occupational health examinations: once a year for employees exposed to occupational disease hazards, and once every two years for other employees; establish occupational health files; and transfer posts or provide treatment for employees with abnormal physical examination results.

## 1. Finance Department

- Be responsible for ensuring the investment of funds required for HSE management, hidden hazard treatment, technological transformation, emergency materials and training education; compile the annual HSE fund budget; and ensure the timely allocation of funds.

- Be responsible for supervising the use of HSE funds; establish special accounting items for HSE expenses; review the reimbursement of HSE-related expenses; and ensure funds are used for compliant projects (e.g., procurement of safety facilities, transformation of environmental protection equipment).
- Participate in the economic evaluation of HSE technological transformation projects; analyze the correlation between project investment and HSE performance improvement; and provide financial support for decision-making.

#### 1. Office/General Management Department

- Be responsible for HSE management of public areas such as office buildings, canteens and meeting rooms (fire safety, electricity safety, traffic safety, sanitation); formulate HSE management systems for office areas; conduct daily inspections of office electricity safety and fire-fighting facility status; and rectify hidden hazards.
- Be responsible for the traffic safety management of the company's official vehicles; establish an official vehicle ledger; conduct regular vehicle inspections (once a quarter); organize HSE training for drivers; supervise drivers in complying with traffic rules; and prohibit drunk driving and fatigued driving.
- Be responsible for HSE support for relevant meetings and activities (e.g., annual meetings, external receptions, HSE publicity activities); formulate HSE plans for activities; investigate risks in activity venues; equip first-aid materials; and ensure safe and orderly activities.
- Be responsible for the filing and storage of HSE documents (systems, reports, records); establish an HSE archive library; ensure the integrity and traceability of documents; and maintain them in accordance with regulatory requirements (accident records shall be kept for at least 5 years).

### **3.4 Grassroots Implementation Organizations: All Units (Branches, Project Departments)**

#### **3.4.1 Setup**

All units shall establish corresponding HSE leading groups (with the main responsible person of the unit as the leader) and equip full-time or part-time HSE management personnel:

- Units with more than 50 employees: Equip no fewer than 2 full-time HSE management personnel (who shall hold relevant HSE qualifications);
- Units with fewer than 50 employees: Equip no fewer than 1 full-time or part-time HSE management personnel;
- All teams shall establish HSE supervisors (concurrently held by team leaders) to form a three-level HSE management network of "unit - team - post".

#### **3.4.2 Main Responsibilities**

1. Implement the company's HSE policies, objectives, systems and instructions; formulate HSE management rules of the unit based on local business characteristics (e.g., regional environmental protection requirements, local transportation control).
2. Be responsible for the implementation and operation of the unit's HSE management system; organize the implementation of the company's HSE objectives and targets; decompose them to teams and posts; and ensure responsibilities are assigned to individuals.
3. Be responsible for organizing dynamic identification and control of HSE risks of the unit; conduct full-staff risk identification once a month; update the local risk ledger; and implement risk prevention and control measures.
4. Be responsible for organizing daily HSE inspections and hidden hazard investigation and treatment of the unit; conduct comprehensive inspections once a week; conduct post inspections daily; establish a hidden hazard ledger; and ensure a 100% rectification rate.
5. Be responsible for organizing HSE training and emergency drills of the unit; organize HSE learning once a month; organize emergency drills (focusing on on-site disposal) once every six months; and improve employees' emergency response capabilities.
6. Be responsible for the reporting and initial disposal of HSE accidents and incidents of the unit; immediately activate the on-site disposal plan in case of an incident; control the expansion of the situation; report to the company's Quality, Safety and Environmental Protection Department in accordance with regulations; and cooperate with accident investigation.
7. Be responsible for on-site HSE supervision of relevant parties (local suppliers, contractors) of the unit; conduct HSE disclosure to relevant parties entering the local operation area; inspect their operation compliance; and stop illegal operations.

## **4 Post HSE Responsibilities**

### **4.1 Basic Principles**

1. "Dual Responsibilities for One Post": All post personnel shall be responsible for HSE work within their work scope; business responsibilities and HSE responsibilities shall be performed and assessed simultaneously; there shall be no posts "without HSE responsibilities".
2. Clear Post Definition: HSE responsibilities of each post shall be clearly specified in the *Job Description*; the content shall be combined with post business characteristics and risks; avoid vague expressions; and ensure enforceability and assessability.
3. Level-by-Level Responsibility: Post HSE responsibilities shall be connected with the management responsibilities of the superior; subordinates shall be responsible to superiors; and ensure no gaps in HSE responsibilities from the top to the grassroots.

### **4.2 Examples of HSE Responsibilities for Key Posts**

### **4.2.1 Heads of All Departments/Units**

1. Serve as the primary HSE responsible person of the department/unit; take overall responsibility for the HSE work of the department/unit; and bear the main responsibility for HSE management.
2. Organize the implementation of various HSE rules and regulations of the company; formulate HSE implementation rules based on the department/unit's business; and ensure the implementation of the systems.
3. Organize HSE risk identification and control of the department/unit; hold HSE work meetings monthly; and study and solve local HSE issues.
4. Ensure employees of the department/unit receive necessary HSE training; ensure employees have the HSE knowledge and skills required for their posts; and employees who fail the training assessment shall not take up their posts.
5. In case of an HSE accident or incident, immediately organize emergency disposal; report the incident status; participate in accident investigation; and implement rectification measures.

### **4.2.2 Full-Time HSE Management Personnel (Quality, Safety and Environmental Protection Department and All Units)**

1. Assist the head of the department/unit in conducting HSE management work; draft HSE management systems, plans and schemes; and provide professional HSE support.
2. Conduct on-site HSE supervision and inspection; conduct daily inspections of high-risk operation links (e.g., hazardous materials warehousing, transportation and loading/unloading); stop illegal operations; issue rectification notices for identified hidden hazards; and track closed-loop rectification.
3. Participate in the investigation and analysis of HSE accidents and incidents; collect incident evidence; assist in compiling accident investigation reports; and put forward preventive measures.
4. Publicize HSE knowledge; provide HSE consultation; organize HSE training and publicity activities (e.g., Safety Month publicity, Occupational Disease Prevention Week activities); and improve employees' HSE awareness.
5. Establish and maintain HSE management records (e.g., inspection records, training records, hidden hazard ledgers); and ensure the records are true, complete and traceable.

### **4.2.3 Team Leaders**

1. Serve as the direct responsible person for HSE work of the team; take direct responsibility for the operation safety of the team.
2. Organize pre-shift safety briefings and risk reminders (10 minutes before daily work starts); clarify the operation risks and prevention and control measures of the day; and ensure employees are aware of them.

3. Supervise team employees in complying with operating procedures and work discipline; inspect the wearing of employees' labor protection equipment (e.g., safety helmets, protective clothing, protective gloves); and prohibit illegal operations.
4. Organize team safety inspections and hidden hazard rectification; conduct daily post inspections; rectify hidden hazards immediately once identified; and report to the superior promptly if rectification is not possible.
5. In case of an HSE incident in the team, immediately stop operations; organize on-site rescue; report to the team leader; protect the accident scene; and cooperate with the investigation.

#### **4.2.4 Frontline Employees (Including Contractor Employees)**

1. Comply with the company's HSE rules and regulations, operating procedures and work discipline; do not conduct illegal operations or violate work discipline.
2. Correctly wear and use labor protection equipment (e.g., warehouse staff wear dust masks, transportation drivers fasten seat belts, inspectors wear goggles); and be familiar with the usage methods and maintenance requirements of the protective equipment.
3. Participate in HSE training and various safety activities (e.g., safety drills, risk identification meetings); proactively learn HSE knowledge and skills; and improve self-protection capabilities.
4. Have the right to refuse illegal commands; stop others' illegal operations; and promptly remind or report to the team leader when discovering others' violations.
5. Promptly report hidden hazards (to the team leader or HSE management personnel); describe the location, type and risks of the hidden hazards; and do not conceal hidden hazards.
6. Adhere to the "Four No-Harm Principles" (do not harm oneself, do not harm others, do not be harmed by others, protect others from being harmed); and pay attention to the operation safety of colleagues around.
7. In case of an HSE accident or incident, immediately take self-rescue and mutual rescue measures; evacuate from the dangerous area; report to the on-site person in charge; and cooperate with the accident investigation.

## **5 Communication, Performance and Assessment of Responsibilities**

### **5.1 Communication of Responsibilities**

1. Communication Methods:
  - Document Release: Release the *HSE Organization Setup and Responsibility Management Procedure* and *Job Description* through the company's OA system and internal bulletin boards to ensure all employees can access them.

- Meeting Promotion: After the release of the new procedure, all departments/units shall organize special meetings for promotion to interpret responsibility requirements; the HSE Management Committee shall report the responsibility implementation status at quarterly meetings.
- Post Training: Take post HSE responsibilities as the key content of new employee induction training and post transfer training; conduct assessment after training; and employees can only take up their posts if they pass the assessment; organize full-staff HSE responsibility re-training once a year.
- Responsibility Letter Signing: At the beginning of each year, the company's top management signs the *HSE Responsibility Letter* with the heads of all departments/units; the heads of departments/units sign the *HSE Post Commitment Letter* with teams and posts to clarify responsibility boundaries and objectives.

#### 1. Communication Requirements:

- Ensure leaders at all levels, all departments and all post personnel clearly understand their own HSE responsibilities without ambiguity or omissions;
- Within 1 week after new employees take up their posts, the department head or team leader shall conduct HSE responsibility disclosure and fill in the *HSE Responsibility Disclosure Record*;
- When transferring posts, re-conduct HSE responsibility disclosure to ensure clear responsibilities for the new post.

## 5.2 Performance of Responsibilities

#### 1. Performance Requirements:

- Personnel at all levels shall consciously perform their HSE responsibilities in daily work; integrate HSE requirements into business operations; and retain relevant performance records (e.g., inspection records, training records, hidden hazard rectification records).
- Managers at all levels shall provide necessary conditions and guidance for their subordinates to perform HSE responsibilities (e.g., equipping labor protection equipment, providing training, coordinating resources); and shall not require employees to operate in violation of HSE regulations.
- If employees find that they cannot perform HSE responsibilities (e.g., lack of protective equipment, equipment with hidden hazards), they shall promptly report to the superior and shall not take risks without authorization.

#### 1. Supervision Mechanism:

- The Quality, Safety and Environmental Protection Department shall conduct supervision and inspection on the performance of HSE responsibilities by all departments/units monthly, focusing on verifying the implementation of responsibilities for high-risk posts;

- The head of each department/unit shall inspect the performance of responsibilities by subordinates weekly and correct problems promptly if found;
- Encourage employees to supervise the performance of HSE responsibilities by others; set up an HSE report hotline or email; and reward those who report 属实 (verified reports).

## 5.3 Assessment and Accountability of Responsibilities

### 1. Assessment Mechanism:

- The company shall incorporate the performance of HSE responsibilities into the performance appraisal system of individuals and departments; the weight of HSE assessment shall not be less than 15%; the assessment results shall be linked to salary distribution, merit selection and promotion:
  - Department Assessment: Organized by the Quality, Safety and Environmental Protection Department quarterly; score based on indicators such as HSE objective completion status, hidden hazard rectification rate and accident occurrence rate;
  - Individual Assessment: Scored by the department/unit head based on the performance of post HSE responsibilities, training assessment results and violation records.
- Select "HSE Advanced Departments" and "HSE Advanced Individuals" annually; commend and reward those with excellent performance in HSE responsibilities (e.g., bonuses, certificates of honor).

### 1. Accountability:

- For those who fail to perform or incorrectly perform HSE responsibilities, leading to accidents, incidents or serious violations, conduct accountability in accordance with the company's *HSE Rewards and Punishments Regulations*:
  - General Violations: Issue warnings, fines and deduct performance scores;
  - Major Violations or Causing Minor Incidents: Issue circular criticisms, suspend posts for training and demote positions;
  - Serious Violations or Causing Accidents: Terminate labor contracts; if crimes are constituted, transfer to judicial organs for handling;
  - Leading Cadres Who Fail to Perform Management Responsibilities: Conduct interviews, accountability and removal from positions.
- For accountability, prepare the *HSE Accountability Record*, clarify the responsible persons, violation facts and handling results; and file for future reference.

## 6 Relevant Documents and Records

### 6.1 Relevant Documents

1. *HSE Policy Management Procedure*
2. *HSE Objectives, Targets and Management Plan Control Procedure*
3. *HSE Risk Management Procedure*
4. *HSE Performance Measurement and Monitoring Management Procedure*
5. *HSE Rewards and Punishments Regulations*
6. *Job Description*
7. *HSE Emergency Plan System*
8. *Supplier HSE Management Measures*

## **6.2 Record List**

1. HSE Management Committee Meeting Records (including attendance sheets, meeting minutes, resolution tracking forms)
2. HSE Responsibility Training Records (including training attendance sheets, courseware, examination papers, score sheets)
3. HSE Responsibility Letters/Post Commitment Letters (company-level, department-level, post-level)
4. HSE Performance Appraisal Records (department assessment forms, individual assessment forms, assessment result announcement forms)
5. HSE Accountability Records (violation fact descriptions, handling decisions, rectification tracking records)
6. HSE Responsibility Disclosure Records (for new employees and employees with post transfers)
7. On-site HSE Inspection Records (company-level, department-level, team-level)
8. Hidden Hazard Investigation and Treatment Ledger (hidden hazard description, rectification responsible person, completion time limit, verification results)

## **7 Appendix**

### **Appendix A Company HSE Management Organization Chart**

(A structured chart may be attached to clearly show the hierarchical relationship and responsibility interfaces of the HSE Management Committee, Quality, Safety and Environmental Protection Department, and HSE management organizations of all departments/units)