



# Workplace Safety in Contractor Management for blue-collar-workers and Service Staff

Framework Document A

**KFW**

This document applies in accordance with Work Instruction AA000221 (“Working with External Service Providers”) for work and service contracts inside the country which include hazards beyond the scope of office work.

Definitions:

**Customer:** this document defines the Customer as the person who has been listed as the “Contact at KfW” in the order documentation.

**Contractor:** this document defines the Contractor as the person who is designated as the contractor or contractor representative in the order documentation.

Note:

In all terminology referring to personnel, the expression used refers to both sexes.

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Framework Document A

## Table of Contents

|      |  |    |
|------|--|----|
| 1.   | Introduction and basic information.....                      | 5  |
| 2.   | Access and deliveries .....                                  | 7  |
| 3.   | Hazard protocol .....  | 9  |
| 4.   | Medical emergency protocol .....                             | 9  |
| 5.   | Fire, emergency and evacuation protocol .....                | 9  |
| 6.   | Safety management .....                                      | 10 |
| 6.1  | Risk assessment.....   | 10 |
| 6.2  | Briefing .....   | 10 |
| 6.3  | Supervision .....  | 10 |
| 6.4  | Work-permit and dangerous individual work.....               | 11 |
| 6.5  | Occupational health provision .....                          | 11 |
| 6.6  | Foreign-language employees.....                              | 11 |
| 6.7  | Personal protective equipment .....                          | 11 |
| 7.   | Orderly conduct at work .....                                | 13 |
| 7.1  | Safe working environment.....                                | 13 |
| 7.2  | Material handling inside the building .....                  | 13 |
| 7.3  | Special areas .....  | 13 |
| 7.4  | Emissions .....  | 13 |
| 7.5  | Completion of work and waste disposal.....                   | 14 |
| 8.   | Work materials and hazardous substances .....                | 14 |
| 8.1  | Safe use of work materials .....                             | 14 |
| 8.2  | Preventing reactivation of work equipment.....               | 14 |
| 8.3  | Electrical supplies, work equipment and systems.....         | 14 |
| 8.4  | Hazardous substances.....                                    | 15 |
| 8.5  | Use of stationary lifting platforms .....                    | 15 |
| 8.6  | Use of ladders, steps, scaffolding and fall protection ..... | 15 |
| 8.7  | Use of scaffolding .....                                     | 15 |
| 8.8  | Use of building maintenance units .....                      | 16 |
| 8.9  | Roof access.....   | 16 |
| 8.10 | Work close to drop-off edges.....                            | 16 |
| 9.   | Contractor declaration .....                                 | 18 |
| 10.  | Personal notes .....   | 19 |
| 10.1 | Contacts at KfW.....   | 19 |
| 10.2 | Notes.....   | 19 |





# 1. Introduction and basic information

KfW sets the highest standards for health and safety awareness and safety-conscious behaviour on the part of everyone working on its premises. This document details the basic health and safety rules to be followed by all contractors. This shall not affect the validity of the applicable legal provisions, accident prevention regulations, and relevant technical rules. Compliance with these naturally continues to be an additional requirement.

The Contractor is responsible for the safety of its staff, and for all actions necessary to undertake the work order safely and as contractually agreed. It is therefore necessary only to deploy personnel who are competent to complete the requisite task. If the Contractor utilises sub-contractors, the Contractor shall also assume responsibility for these members of staff as regards compliance with the health and safety requirements.

Upon acceptance of the order, the Contractor agrees to the terms of this “Workplace Safety in Contractor Management” Framework Document A regarding occupational health and safety. Compliance with this document is an integral part of the order.

In the course of activities on KfW premises, the Contractor must undertake its activities in accordance with the applicable working time regulations. Deviations from the applicable working time regulations must be coordinated with the Customer. The provisions of the German Hours of Work Act (Arbeitszeitgesetz; ArbZG) must be observed. Work on Sundays and statutory holidays must be coordinated with the Customer. The Contractor must apply for the relevant exemption permit from the official body responsible. A copy of the permit must be provided to the Customer upon request.

KfW reserves the right to monitor the compliance of the Contractor’s personnel with the terms set out in this “Workplace Safety in Contractor Management” Framework Document A, to exclude such personnel from the danger zone in the event of unsafe conduct, and to communicate a message to this effect to the Contractor representative responsible.

The Customer may also halt work activities until the unsafe circumstances have been resolved. Costs incurred as a result of this shall be borne by the outside company.

The following documents supplement this framework document with requirements for occupational health and safety for contractors, and must also be complied with to the extent that they are relevant:

- AA028305 “Fire safety regulations of the respective KfW location”
- KfW Alarm Plan
- AA027090 “Processes for Signing In and Conduct for External Service Providers”
- Work permit notes
- At KfW building sites: the applicable building site regulations
- Guidance Report
- Rules for External Party Access to Kitchen and Dining Areas
- Rules for Contractors Working on Electrical Systems and Equipment

## Further information

If you have any questions regarding occupational health and safety measures, you will be able to obtain information from the contact listed by KfW in the order documentation or from the occupational health and safety officer.

KfW

ZSc1 - Occupational Health and Safety

069 7431-3115

## By location in Germany

Berlin 030 20264-57 71

Bonn 0228 831-78 65

Frankfurt 069 7431-3115

## 9. Contractor declaration

Upon acceptance of the order, the Contractor agrees to the terms of this "Workplace Safety in Contractor Management" Framework Document A regarding occupational health and safety, compliance with which is an integral part of the order. By way of confirmation, the following declaration by the Contractor, including an attestation of briefing, must be returned to the requester at KfW. This briefing has to be done every year and must be returned to the requester at KfW.

### Declaration

This declaration is an integral part of the contract between KfW (the Customer) and the Contractor, and it must only be signed by persons authorised to do so. The signed declaration must be returned to the requester at KfW and is valid for one year. We hereby declare that in the course of executing our order(s) at KfW, we will comply with the terms set out in this Framework Document A "Workplace Safety in Contractor Management" for our employees, sub-contractors and sub-contractors to our employees, sub-contractors and sub-contractors every year regarding the present safety information.

Please note:   
Statements to which available   
for download as   
PDF documents are   
available under copyright law.

If an Occupational Health and Safety Declaration has been signed and returned to KfW within the framework of the initial contract, the requirement for additional similar declarations or a separate list of persons who have already been instructed in the health and safety requirements shall be waived. The KfW's contract partner will be required to instruct its personnel on a yearly basis about the health and safety requirements and present evidence of this instruction to the KfW upon request.

**MUSTERMÜLLER GMBH**  
Contractor (company)

**STEFAN MUSTERMANN**  
First name, surname

**MUSTERSTR. 12**  
Street address incl. number

**34567 MUSTERKORT**  
Postcode, city

**01234/567890**  
Phone





## 2. Access and deliveries

Initially, before commencement of work, KfW buildings must only be entered through the following entrances:

**Berlin:** Goods Arrivals (Warenannahme) at Hof Charlottenstrasse 34, 10117 Berlin  
or the entrance specified in the order document

**Bonn:** Reception, Ludwig-Erhard-Platz 1, 53179 Bonn

**Frankfurt:** Workmen's entrance on the Northern Arcade, Zeppelinallee, 60325 Frankfurt  
or the entrance specified in the order document

The employees of the Contractor shall personally sign themselves in at the entrances/reception areas specified above, and shall also sign out if they have received a day pass. To this end, they are required to present a valid official identification document upon their first sign-in. The work assignment at KfW shall not be possible without presenting this identification document. Furthermore, the work assignment can only proceed if the signed declaration for this Framework Document A "Workplace Safety in Contractor Management for blue-collar-workers and Service Staff" has been provided by the Contractor (refer to Section 9). This is a confirmation from the company in receipt of the order that their employees are to comply with the "specified rules regarding occupational health and safety" and have accordingly briefed each individual employee due to work for KfW within the scope of the order. This must be documented and attested prior to commencement of work; refer to Section 9.

KfW shall assume no liability for costs and delays arising from a failure to produce the verification documents specified above. Employees of the Customer are prohibited from admitting visitors or relatives into KfW buildings. If a visit is necessary for important reasons, the Customer must be notified at least one working day in advance. The Customer will then decide whether access can be granted and will explain the required sign-in process.

Video recording, photography and parking are not permitted on KfW property. If this becomes necessary in the course of completing the order, a permit can be agreed in consultation with the Customer and issued. Unless another delivery address is listed in the order documentation, material, work equipment and food are to be delivered via the following entrances:

**Berlin:** Goods Arrivals (Warenannahme) at Hof Charlottenstrasse 34, 10117 Berlin

**Bonn:** Goods Arrivals LEP1, Post Room (Warenannahme LEP1, Poststelle)

**Frankfurt:** Goods Arrivals, North Service Entrance (Warenannahme Wirtschaftszufahrt Nord),  
Zeppelinallee, 60325 Frankfurt

In the course of this, the times for goods arrivals must be adhered to as per the AA027090 "Processes for Signing In and Conduct".







### 3. Hazard protocol

A situation perceived to be dangerous that could result in personal injury or material damage must be immediately reported to the security centre, for instance if hazardous substances are found to have been released:

**Berlin:** 030 20264-5140

**Bonn:** 0228 831-8349

**Frankfurt:** 069 7431-2200

The danger zone must be secured as appropriate, then vacated immediately. Each of the employees of the Contractor is responsible for occupational health and safety in their area.



### 4. Medical emergency protocol

The series of assistance steps described in the Alarm Plan on the “Accident Protocol” posters shall apply in medical emergencies (refer to attached “Accident Protocol” document). After making the emergency call to (0)-112, the KfW security centre must be immediately notified and will ensure access for emergency services.



### 5. Fire, emergency and evacuation protocol

As a general rule, alarms will be activated on the premises in the event of a fire and/or emergency with an alarm signal sounding. In addition, at the Frankfurt location, directions will be issued via the electric public address system. Alternatively, at all locations, an alarm will be announced via megaphone in consultation with the police or fire service incident command.

The relevant rules of conduct are specified in the fire safety regulations. These regulations are an integral part of the order and the Contractor must brief its staff on them. In addition, there are corresponding instructions at suitable locations on the premises of KfW Group – refer to attached “Fire Protocol” document.

Fire extinguishing equipment which has been either fully or partly emptied must not be re-mounted. Nor is anything to be altered at the scene of the fire. This will mean that subsequent investigations can avoid reaching any inaccurate conclusions.

If in the course of completing the order it is necessary to open fire and smoke doors, this and the required steps must be coordinated with the Customer. In principle, fire and smoke doors must not be opened in standard operating conditions, which renders them inoperative. If it is necessary to set up fire doors to carry out the work order, this must be coordinated in particular cases with the Customer at KfW. This measure must be carried out properly, as improper use of wedges to prop fire or smoke doors causes damage to the door bottom seal. KfW retains the right to invoice the Contractor for the cost of repair work.

## 6. Safety management



### 6.1 Risk assessment

Prior to commencement of work activities, the Contractor must provide information about risks in vicinity of its work area, taking account of the protocol description. The Customer may provide location-specific guidance through special rules that require a specific mode of conduct. In this case, the Customer shall document the location-specific guidance in a Guidance Report. The employees of the Contractor must be briefed as to the conclusions of the location-specific guidance. Risks that are present and safety measures to be adopted must be documented in writing and matched to one another. The measures must be established in the risk assessment in the following order of precedence:

- S** Substitution
- T** Technical safety measure
- O** Organisational safety measure
- P** Personal protective equipment use
- I** Information about measure affecting personal conduct

The contractor is responsible for monitoring safety measure implementation and compliance. The risk assessment must be kept at the location and presented to the Customer upon request. In case of any uncertainties regarding risks that are present, the Customer must be consulted.



### 6.2 Briefing

Prior to starting work, the Contractor must ensure that briefings are provided to its personnel and the personnel of sub-contractors to whom activities are delegated, regarding

- The content of the occupational health and safety requirements set out in this Framework Document A – including the other applicable documents as per Section 1
- Other applicable legal and social accident insurance institution provisions, ordinances, rules, instructions and manuals
- Workplace-specific risks and the associated safety measures as per the risk assessment specified above

The Contractor is responsible for ensuring that the content of briefings regarding safety is understood by foreign-language employees.

Each briefing must be documented in writing. The evidence of briefings being given must be presented to the Customer as an integral part of the declaration (Section 9 of this Framework Document A), and in case of a personnel change must at the latest be presented by the first visit to KfW. Unbriefed personnel must not work on KfW premises at any time.

The frequency, type and extent of the briefings, which are to be repeated on a regular basis, must be documented in the risk assessment, taking account of the applicable legal and social accident insurance institution regulations as well as the situation at hand.



### 6.3 Supervision

The Contractor must guarantee supervision of its employees. In the case of jobs involving one or two persons, it may be possible to waive the appointment of a supervisor in consultation with the Customer. This does not apply in the case of “dangerous activities”. Where there are more than two persons operating, a supervisor must be named.

This supervisor must monitor compliance with all safety rules, including these safety requirements, by means of proper supervision. The checks that are performed must be appropriately documented in the course of the supervision.

If safety failings are found, the supervisor must instruct the workers to comply with the applicable safety rules, must introduce safety measures, and if necessary must notify the Customer.

The supervisor can be involved in the work activity as long as their duties as a supervisor are not compromised in the process. If there are persons from multiple contractors deployed at a single location, a coordi-

nator must be appointed in agreement with the Customer in order to preclude potential mutual risks. Safety-related briefings from the Customer must be followed immediately.

Special rules apply in the case of work in electrical rooms. These must be constantly monitored or supervised by an electrician or electrically trained person (refer to “Rules for Contractors Working on Electrical Systems and Equipment” document).



## 6.4 Work-permit and dangerous individual work

Work on behalf of KfW can only proceed following successful sign-in and approval. A work-permit note must also be obtained from the Customer for the following jobs:

- Permit note for jobs involving fire hazards
- Alarm system (de)activation
- Fire alarm (de)activation
- Switching permit for live-line work (LLW) demanding higher levels of organisation

The work-permit is issued as a work-permit note, which shall contain all other stipulations regarding the required skills or qualifications, safety measures and supervision.

Carrying out dangerous work alone is not permitted. These jobs include:

- Work in falling danger zones
- Work with movable lifting platforms
- Live-line work (LLW) demanding higher levels of organisation
- Work on areas that are difficult or impossible to see



## 6.5 Occupational health provision

The Contractor must ensure that the state of its personnel’s health is monitored through occupational health provision. This must be presented to the Customer upon request.



## 6.6 Foreign-language employees

In case of employees who speak foreign languages being deployed, sufficient communication must be ensured on the part of the Contractor. At a minimum, it is necessary for the supervisor to be fluent in the German language. The foreign-language employees must be able to provide information about the work task to KfW staff and must be able to make an emergency call.

The Contractor is responsible for ensuring that instructions are understood by foreign-language employees.



## 6.7 Personal protective equipment

In keeping with the risks that are present, the personal protective equipment must be documented in writing within the scope of the risk assessment prior to commencement of work. The Contractor must provide the necessary personal protective equipment in sufficient quantity to its employees. The Customer shall not reserve any personal protective equipment for the employees of the Contractor unless as part of a transfer of personnel.



## 7. Orderly conduct at work

Consumption of alcoholic beverages and other intoxicating substances of any type is prohibited. The Contractor must immediately remove from KfW property its employees who are reasonably suspected of being under the influence of alcohol or drugs. A universal smoking ban, including e-cigarette consumption, continues to apply in all buildings. Smoking is only permitted outside the building in specially designated areas.

The employees of contractors must stay within the allotted work areas. It is prohibited to stay on KfW property outside of work hours. Performing private jobs and using work equipment belonging to the bank are not permitted.

The safety signage present (prohibition, warning, instruction, rescue and fire safety signs), road signs and other safety notices must be observed.



### 7.1 Safe working environment

Danger zones that arise from the execution of the work order, such as tripping hazards or blocked passageways, must be secured and flagged immediately and to a sufficient degree. Holes or gaps in flooring must be overlaid with suitable materials which are resilient against breakage, or guarding equipment must be installed around them for safety.

In addition, the Contractor is fundamentally required to coordinate additional safety steps necessary for its work area with the Customer and obtain approval for these.

When entering equipment rooms, special visual attention must always be paid to the risk of coming into contact with objects at head and foot level; it is also necessary to be generally cautious of slipping and tripping hazards.



### 7.2 Material handling inside the building

For tasks involving material handling to the upper floors of the building, lift usage and protective cladding of passageways to prevent damage shall be coordinated with the Contact at KfW.



### 7.3 Special areas

Special areas on KfW property include the computer centre, kitchen and dining areas, lift motor rooms and lift shaft systems. Furthermore, the AA027090 “Processes for Signing In and Conduct for External Service Providers” document provides information about spaces with an increased risk of danger and the conduct that is required. Special rules regarding occupational health and safety apply here.

It is only possible to enter the computer centre when accompanied by a person designated by the Customer or after receiving guidance as to the protocol following activation of the gaseous fire suppression system.

Kitchen and dining areas are only to be entered in accordance with the “Rules for External Party Access to Kitchen and Dining Areas”.

Lift motor rooms or lift shaft systems are only to be entered by a lift technician or when accompanied by a lift technician. The special requirements in the “Rules for Contractors Working on Electrical Systems and Equipment” document apply in the case of access to electrical rooms (medium-voltage switchgears, transformer cells, rooms with emergency power supply units, battery rooms, etc.)



### 7.4 Emissions

In principle, working processes and materials must be managed so as to create the lowest possible level of emissions. In particular, this shall necessarily involve precautions regarding noise and dust. Tasks involving high levels of noise and dust shall be coordinated in advance with the Contact at KfW. Tasks involving high levels of noise are only permitted to be carried out in the time before 9am or after 5pm, and must comply with the legal provisions and stipulations from the authorities.



## 7.5 Completion of work and waste disposal

When the tasks are provisionally or finally completed, the Customer must be informed about the status or completion of the work tasks. In the case of tasks that have an impact on facility safety, safety equipment or operational readiness, the Customer must be notified of their proper completion.

Upon leaving the workplace, particular attention must be paid within spaces to ensure that all open windows and all doors are left closed. Laptops, mobile telephones, other small electronic devices, work documents and files must either be stored inside closed desks or storage spaces, or otherwise kept on the relevant party's person, in order to protect privacy and prevent theft.

The employees of the Contractor are required to keep the work zone allotted to them as well as the sanitation facilities in good condition. Escape and evacuation routes must be kept clear. Places of work must be left clean-swept by the end of a work day at the latest. If escape routes or other means of passage are blocked, these shall be cleared at the expense of the Contractor without prior notice.

Showering and washing facilities available in the buildings can be used following consultation with the Customer.

The places of work must be left clean. Solid waste and construction waste that accumulate during the course of providing the service must be deposited separately in the designated spaces and promptly removed. The terms of reference govern presentation of a corresponding record of waste disposal.

## 8. Work materials and hazardous substances



### 8.1 Safe use of work materials

All work materials (such as tools, machines, vehicles, devices, etc.) must adhere to the relevant rules and must be kept in conditions conducive to safety. This also includes regular checking. There must be a written record of the check carried out. This must be presented to the Customer upon request.

Each work day, the user must check that the work materials used are in safe working condition. Flaws in the work materials used must be remedied immediately. If this is not possible, these work materials must not be used during the execution of the work order for KfW.

Safety equipment on machines, devices and systems, and other safety equipment present to protect workers must be used as intended. It must not be altered, tampered with or removed.

Work machinery and devices that require specific user skills or qualifications (for example forklift trucks or lifting devices) must only be operated by specially trained persons. The Contractor shall assume liability for this. Such training must be documented to the Customer upon request. Further to this, the Customer will then provide guidance regarding the work machinery or device that KfW is to make available to the employee of the Contractor.



### 8.2 Preventing reactivation of work equipment

Prior to commencement of work on systems, it is necessary to check whether all power sources have been identified and isolated, and whether stored power is switched off and diverted. The system must be secured to prevent reactivation. The main switches for work materials and systems must be switched off and secured with a personal padlock in consultation with the Customer prior to commencement of maintenance, cleaning, set-up or repair work, etc. Additional safeguarding with a personal padlock is still required even if the main switch is already secured with other employees' padlocks. At times when work is discontinued, such as during breaks, the system must be kept secured with the padlock.



### 8.3 Electrical supplies, work equipment and systems

Use of electrical devices that are not to be directly deployed in fulfilling the order (for instance, radios) is only permitted with the explicit approval of the Customer. Electrical work equipment and systems that are not necessary for work or for fulfilling the order must be switched off after use whenever possible.

Damaged electrical supplies /equipment belonging to the Contractor must be deactivated immediately. The Customer must be immediately notified of any damage to KfW supplies.

Electrical systems and supplies must only be set up, altered, maintained and checked by electricians. The special requirements in the “Rules for Contractors Working on Electrical Systems and Equipment” document apply in the case of tasks in electrical rooms and jobs involving switching. In such instances, those requirements are an integral part of the order along with this framework document.



## 8.4 Hazardous substances

Instruction manuals must be kept and observed for work involving hazardous substances. In addition, the safety data sheets for the hazardous materials used must be presented to the Customer upon request.

If hazardous substances such as mineral fibres escape in the course of performing the services, this must be communicated to the Customer immediately.

Hazardous and flammable substances (the amounts of these needed for the day) must be removed from the workplace at the end of every work day and sealed in approved containers that must be labelled accordingly.

The relevant legal provisions must be complied with if substances hazardous to water are used. It is prohibited to drain liquids into the soil. Waste water from cleaning work must be collected and professionally disposed of by the Contractor at its own expense. A corresponding record of waste disposal must be presented to the Customer upon request.

Prior to commencement of work, a list of hazardous substances necessary to fulfil the order shall be presented to the Customer.



## 8.5 Use of stationary lifting platforms

The Contractor is permitted to use stationary lifting platforms installed in KfW buildings under the following conditions:

Only persons who are at least 18 years old and have been briefed by their employer on platform operation are permitted to operate lifting platforms. To this end, it is necessary for an advance written order to have been made by KfW and for the Contractor to have received guidance around the respective lifting platform from the Customer or persons commissioned by the Customer. Written evidence of this must be provided. The briefed employees of the Contractor shall then receive a key for use of the platform from Security Management to fulfil the order. This key must be returned after work ends and on a daily basis. It must not be transferred to others. The key must also be kept on the relevant party's person if the platform is not in use, and must not be left on the platform. The platform must be kept in safe condition. In addition, before commencement of work, the user must check that the lifting platform is in its proper condition.



## 8.6 Use of ladders, steps, scaffolding and fall protection

Tasks involving ladders must only be carried out if the activity can be safely performed with the ladder. Otherwise, other suitable work equipment such as scaffolding or lifting platforms shall be used.

Only small-scale jobs with a standing area no higher than seven metres are to be performed from straight ladders. Work tasks must not be performed from a ladder if additional risks are posed by the substances that are present or in use, or machines need to be operated with both hands.



## 8.7 Use of scaffolding

Customer approval must be obtained to erect a scaffold. After the scaffold is erected, the scaffold erector must check that it is properly assembled and safe for operation. This check must only be performed by a person with the requisite skills. After completion, the check and approval must be noted in a clearly visible location. If the scaffold is not ready for use, this must be clearly labelled and the scaffold must not be accessed.

Before using the scaffold, the user must check that it is safe to use. At a minimum, it must be fitted with guarding equipment on three sides. It is also necessary to take precautions to prevent any personal injuries caused by falling objects. The danger zone must be cordoned off where appropriate.

It must be possible to fix mobile scaffolds and work platforms in place using brake levers. These must only be transported when unoccupied by people. It is prohibited to erect bridges between movable work platforms and buildings.

The Contractor must document the usability of the protective and supporting structures it uses as required and monitor their operational safety. Certificates of approval must be presented upon request, as must instructions for their erection and use.



### 8.8 Use of building maintenance units

Mast climbers, façade and slanted façade cradles, and interior building maintenance units must only be used with personal protective equipment and following guidance which is documented in writing.



### 8.9 Roof access

Only persons who have received guidance, are suitable, and are knowledgeable about the location are permitted to access roofs. Instances of roof access by lone individuals must be signed in and out at the building control room.



### 8.10 Work close to drop-off edges

Any attachment equipment (anchors, eye bolts) and rope systems present on the items are only to be used following written approval by the Customer. If additional safety measures are necessary to carry out the work activities, the Contractor must use its own mobile attachment systems.



»»» Do you have  
any questions?  
Please contact us!

If you have any questions regarding occupational health and safety measures, you will be able to obtain information from the contact listed by KfW in the order documentation or from the occupational health and safety officer.

KfW

ZSc1 - Occupational Health and Safety

069 7431-3115

## 9. Contractor declaration

Upon acceptance of the order, the Contractor agrees to the terms of this “Workplace Safety in Contractor Management” Framework Document A regarding occupational health and safety, compliance with which is an integral part of the order. By way of confirmation, the following declaration by the Contractor, including an attestation of briefing, must be returned to the requester at KfW. This briefing has to be done every year and must be returned to the requester at KfW.

### Declaration

This declaration is an integral part of the contract between KfW (the Customer) and the Contractor, and it must only be signed by persons authorised to do so. The signed declaration must be returned to the requester at KfW and is valid for one year.

We hereby declare that in the course of executing our order(s) at KfW, we will comply with the terms set out in this Framework Document A “Workplace Safety in Contractor Management for blue-collar-workers and Service Staff”. We undertake to provide briefings to our employees, sub-contractors and sub-suppliers every year regarding the present safety information.

**Please note:**  
This document is also available  
for download at:  
[www.kfw.de/supplierinfo](http://www.kfw.de/supplierinfo)

### Attestation of briefing in line with the requirements of Framework Document A “Workplace Safety in Contractor Management for blue-collar-workers and Service Staff”

I hereby declare that I have provided briefings to the employees listed below regarding the content of the rules and procedures specified there, as well as compliance with the same:

\_\_\_\_\_  
Contractor (company)

\_\_\_\_\_  
First name, surname

\_\_\_\_\_  
Company stamp

Please copy, complete and return this template to KfW as needed.  
Please fill out in block letters!

**If an Occupational Health and Safety Declaration has been signed and returned to KfW within the framework of the initial contract, the requirement for additional similar declarations or a separate list of persons who have already been instructed in the health and safety requirements shall be waived.**

**The KfW’s contract partner will be required to instruct its personnel on a yearly basis about the health and safety requirements and present evidence of this instruction to the KfW upon request.**

\_\_\_\_\_  
Contractor (company)

\_\_\_\_\_  
First name, surname

\_\_\_\_\_  
Street address incl. number

\_\_\_\_\_  
Postcode, city

\_\_\_\_\_  
Phone

\_\_\_\_\_  
Date, signature

\_\_\_\_\_  
Company stamp

Please fill out in block letters!

**Surname** \_\_\_\_\_ **First name** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## 10. Personal notes



### 10.1 Contacts at KfW

Please use these lines for your personal Contacts at KfW:

---

First name, surname

---

First name, surname

---

Division

---

Division

---

Phone

---

Phone

---

E-mail

---

E-mail



### 10.2 Notes

Please use these lines for your personal notes:

---

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