



Lusail Real Estate Development Company

Health, Safety, Security, Environment, Logistics & Quality Department

HEALTH, SAFETY, ENVIRONMENT & FIRE MANAGEMENT SYSTEM FRAMEWORK

Document No	<u>LUS-HSE-MA1-400-001.05</u>	Rev	<u>5</u>
Uncontrolled Copy	<input type="checkbox"/>	Controlled Copy	<input checked="" type="checkbox"/>
		Date	<u>27-Jun-16</u>

COMPANY PROPRIETARY INFORMATION

Prior to use, ensure this document is the most recent revision by checking the Master Document List. To request a change, submit a Document Change Request to the Document Control Representative. Master copy of this document will be maintained by the LREDC QA/QC Manager. Not controlled if printed.

Amendment Record

This document is reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

Rev .No	Description / Comments	Prepared By	Checked By	Approved By	Issue Date
1	(Pg. 10) 6.4 - Control of Documents & Records – reference number has been given – LUS-HSE-SP2-445-001.00	HSE Working Group	Michael Ford	Uwe Krueger	23 rd March 2015
1	(Pg. 13) 8.2 - Lusail Operation – Construction Procedure total nos. Have been updated from (53 nos.) to 60 total procedures	HSE Working Group	Michael Ford	Uwe Krueger	23 rd March 2015
1	(Pg. 14) 8.3 - Construction – Construction Procedure total nos. Have been updated from (53 nos.) to 60 total procedures	HSE Working Group	Michael Ford	Uwe Krueger	23 rd March 2015
1	(Pg. 6) 5.1 - Introduction & Scope (OHSAS 18001 4.1)	HSE Working Group	Michael Ford	Uwe Krueger	23 rd March 2015
2	(Pg. 1) Company Propriety Information – Not controlled if printed has been added.	HSE Working Group	Michael Ford	Uwe Krueger	1 st April 2015
2	(Pg. 2) Revised Amendment Table	HSE Working Group	Michael Ford	Uwe Krueger	1 st April 2015
3	Full review and re-write of document	HSE Working Group	Michael Ford 16 April 2015 <i>Michael Ford</i>	Uwe Krueger	16 April 2015
4	Amendment to Scope	Bruce Bester	Michael Ford	Uwe Krueger	1 June 2015
5	Amendments to Introduction & Scope	Bruce Bester	Michael Ford	Uwe Krueger	27 June 2016
5	Org Chart	Bruce Bester	Michael Ford	<i>Uwe Krueger</i>	27 June 2016

Contents

- 1.0 OVERVIEW
- 2.0 REFERENCES
- 3.0 TERMS and DEFINITIONS
- 4.0 LREDC HSE & FIRE MANAGEMENT SYSTEMS ELEMENTS
- 5.0 HSE & FIRE LEADERSHIP & COMMITMENT
 - 5.1 INTRODUCTION & SCOPE
 - 5.2 HSE POLICY
 - 5.3 RESPONSIBILITY & ACCOUNTABILITY MATRIX
 - 5.4 LEGAL & OTHER REQUIREMENTS
- 6.0 HSE & FIRE ORGANIZATION, RESOURCES, STANDARDS
 - 6.1 HSE & FIRE ORGANIZATION CHART
 - 6.2 DOCUMENTED MANAGEMENT SYSTEM
 - 6.3 TRAINING, COMPETENCE & AWARENESS
 - 6.4 CONTROL OF DOCUMENTS AND RECORDS
- 7.0 HSE & FIRE RISK AND MANAGEMENT OF CHANGE
 - 7.1 HAZARDS IDENTIFICATION & RISK ASSESSMENT
 - 7.2 ENVIRONMENTAL RISK MANAGEMENT
 - 7.2.1 ENVIRONMENTAL ASPECTS AND IMPACTS REGISTER
 - 7.3 PROGRAMS AND OBJECTIVES
 - 7.4 EMERGENCY PREPAREDNESS & RESPONSE
- 8.0 IMPLEMENTATION & OPERATION
 - 8.1 OPERATIONAL CONTROL
 - 8.2 LUSAIL OPERATION
 - 8.3 CONSTRUCTION
 - 8.4 ENVIRONMENT MANAGEMENT
 - 8.5 OCCUPATIONAL HEALTH MANAGEMENT
 - 8.5.1 OCCUPATIONAL HEALTH OPERATION DIRECTIVES
 - 8.5.2 OCCUPATIONAL HEALTH CONSTRUCTION DIRECTIVES

8.6 FIRE MANAGEMENT

8.6.1 CONSTRUCTION FIRE MANAGEMENT PLAN

8.6.2 LUSAIL OPERATION FIRE MANAGEMENT PLAN

8.7 COMMUNICATION & CONSULTATION

9.0 MONITORING & AUDIT

9.1 PERFORMANCE MEASUREMENT AND MONITORING

9.2 EVALUATION OF COMPLIANCE

**9.3 INCIDENT INVESTIGATION, NON-CONFORMITY, CORRECTIVE ACTIONS
& PREVENTIVE ACTIONS**

9.3.1 NON-CONFORMITY, CORRECTIVE ACTION AND PREVENTIVE ACTION

9.3.2 INTERNAL AUDIT

10.0 MANAGEMENT REVIEW

1.0 Overview

The HSE & Fire Management System Framework has been designed to function in accordance with the principles articulated within EN-BS OHSAS 18001:2007, Occupational Health & Safety Management System specifications and ISO 14001:2004 Environmental Management System specifications.

The framework is supported by HSE & Fire Operational and Construction Procedures & Checklists, policies, plans.

In LREDC, we ensure that a minimum statutory standard is adopted in compliance with the local and international requirements.

In short, it clarifies the arrangement that LREDC will implement to ensure the effective management of workplace Health and Safety. It also sets out the requirements for the control of workplace hazards and risk, and supports a process for continual improvements in Health and Safety performance.

2.0 References

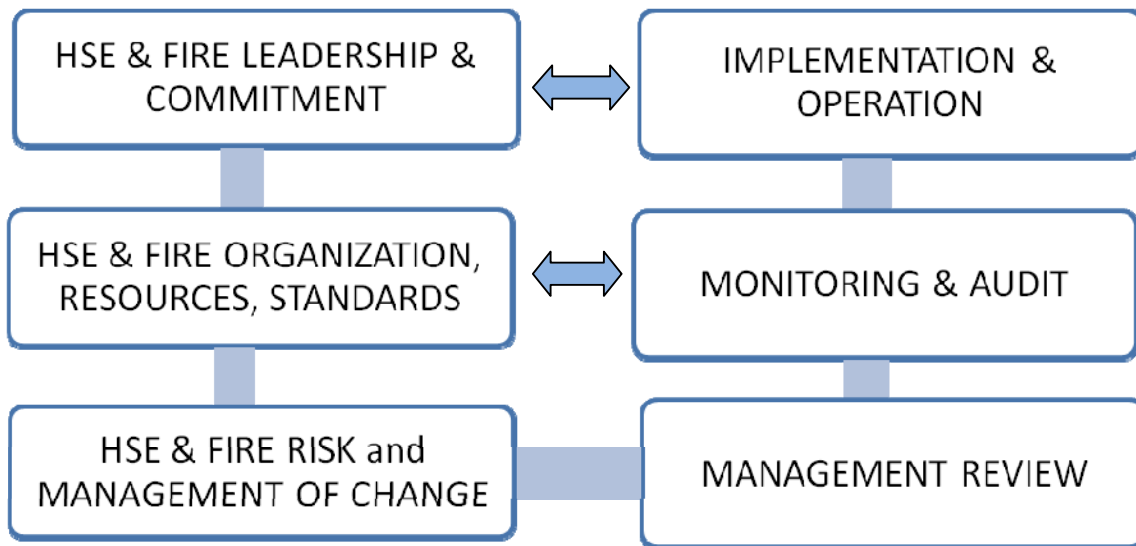
- LREDC - Health, Safety, Environment & Fire Policy Statement of Intent
- Qatar Construction Specifications
- EN-BS OHSAS 18001: 2007, Occupational Health & Safety Management System Specifications
- ISO 14001:2004, Environmental Management Systems General Guidelines
- Executive Order (By-Law) for the Environmental Protection Law and its Annexes 2005
- Qatar Civil Defense requirements
- Ministries of Environment / Labor / Interior, Supreme Council of Health
- Applicable UK HSE Regulations
- OSHA

3.0 Definitions & Acronyms

Approval	The term "Approval" shall in no way be construed as relieving the CONTRACTOR of any of its obligations, responsibilities or liabilities. "Approve" or "Approved" shall be construed accordingly
CAP	Corrective Action Plan
Competent	Having practical, theoretical knowledge and experience of the work activities. Competency includes qualifications and suitable training.
CONTRACTOR	Any CONTRACTOR appointed by LREDC or a Developer. CONTRACTOR shall also include CONTRACTOR's contractors/sub-contractors of any tier, consultants/sub-consultants of any tier, personnel, material, men, agents, vendors, suppliers, and permitted successors and assigns
EMT	Emergency Medical Technician
HASP	Health & Safety Plan
JHA	Job Hazard Analysis

LREDC	Lusail Real Estate Development Company, its representatives, successors, delegates, and/or assigns
LREDC REPRESENTATIVE	Nominated representative from LREDC. This may change from time to time and who shall be as notified by LREDC to the CONTRACTOR, and may include LREDC’s HSE Department, Supervising Consultant and/or Engineer.
LREDC Project	Lusail City Development projects and any other projects that LREDC is involved in from time to time
MSDS	Material Safety Data Sheet
OHSAS 18001	Occupational Health and Safety Assessment Series referred to as EN BS OHSAS 18001
QCS 2010	Qatar Construction Specifications 2010
Reasonably Practicable	Where a legal requirement is qualified by the term 'reasonably practicable', the cost (in terms of money, time and inconvenience) of taking precautions may be balanced against the risk being considered
Risk & Assessment	The process of hazard, aspect, impact, identification, assessment of the risk, and identification of the controls required to manage the risk to an acceptable level to ensure the health and safety of those affected by the activity and the protection of the environment from harm

4.0 LREDC HSE & Fire Management System Elements



5.0 HSE & FIRE LEADERSHIP & COMMITMENT (OHSAS 18001 Cl. 4.4.1, 4.2)

5.1 Introduction & Scope (OHSAS 18001 4.1)

The LREDC HSE & Fire Management System has been designed to function in accordance with the principles articulated within EN-BS OHSAS 18001:2007 Occupational Health & Safety Management System specifications. The scope of the system is applicable to the management of construction and operations safety in terms of HSE,

Fire and Occupational Health. These principles are based around the concept of continual improvement and it consists of six key frameworks as indicated above.

The frameworks address compliance for EN-BS OHSAS 18001 and ISO 14001 and are supported by HSE, Fire & Occupational Health procedures, policies and plans.

In LREDC, we ensure that a minimum statutory standard is met in compliance with the local and international Occupational Health, Safety, Environmental and Fire requirements.

In short, the system clarifies the arrangements that LREDC will implement to ensure the effective management of the system. It also sets out the requirements for the control of workplace hazards and risk, and supports a process for continual improvements in Health and Safety performance.

It is the intention of LREDC to demonstrate an on-going and determined commitment to continually improve Health and Safety throughout the business.

LREDC strives to “minimized or prevent all incidents” with the goal of being recognized as a leading company in the region for excellence in Construction and Operational health and safety. It is LREDC’s expectation that all stakeholders including employees adopt to this policy and strive for zero incident performance through proper pre-work activity planning, management participation, support and training.

The scope of the audit is as follows;

“Ensuring compliance with Lusail Organizational Health & Safety Policies and Procedures within Lusail operational buildings and activities carried out by employees. Verification, guidance and reporting against Health and Safety legal requirements and organization standards, for construction activities carried out by Developers and Contractors by the Health and Safety Department within the Lusail City Development.”

5.2 HSE Policy (OHSAS 18001 Cl. 4.2)

A signed LREDC HSE & Fire Policy by LREDC Top Management to declare company commitment to ensure health, safety, environment and fire safety. A copy of the policy is displayed at various locations.

Refer to: LUS-HSE-SP2-420-001 HSE & Fire Policy Statement

5.3 RESPONSIBILITY & ACCOUNTABILITY MATRIX (OHSAS 18001 Cl. 4.4.1)

Lusail HSE Management System Responsibility & Accountability Matrix										
	A - Overall responsibility and accountability								S - Support	E - Execute
	LUSAIL CEO	LUSAIL SMT	LUSAIL MANAGERS	LUSAIL EMPLOYEES	LUSAIL HSE & FIRE PREVENTION GROUP	PMCM	CONSULTANTS	CONTRACTORS		
HSE & FIRE PREVENTION MANAGEMENT SYSTEM										
HSE & FIRE LEADERSHIP & COMMITMENT	A	A	S	S	E	S	S	S		
HSE & FIRE ORGANIZATION, RESOURCES, STAND	S	S	S	S	E	S	S	S		
HSE & FIRE RISK and MANAGEMENT of CHANGE	S	S	S	S	E	S	S	S		
IMPLEMENTATION & OPERATION	S	S	S	S	E	S	S	S		
MONITORING & AUDIT	S	S	S	S	E	S	S	S		
MANAGEMENT REVIEW	S	S	S	S	E	S	S	S		

Detailed responsibilities and functions are contained in the procedures and plans for construction and operation controls

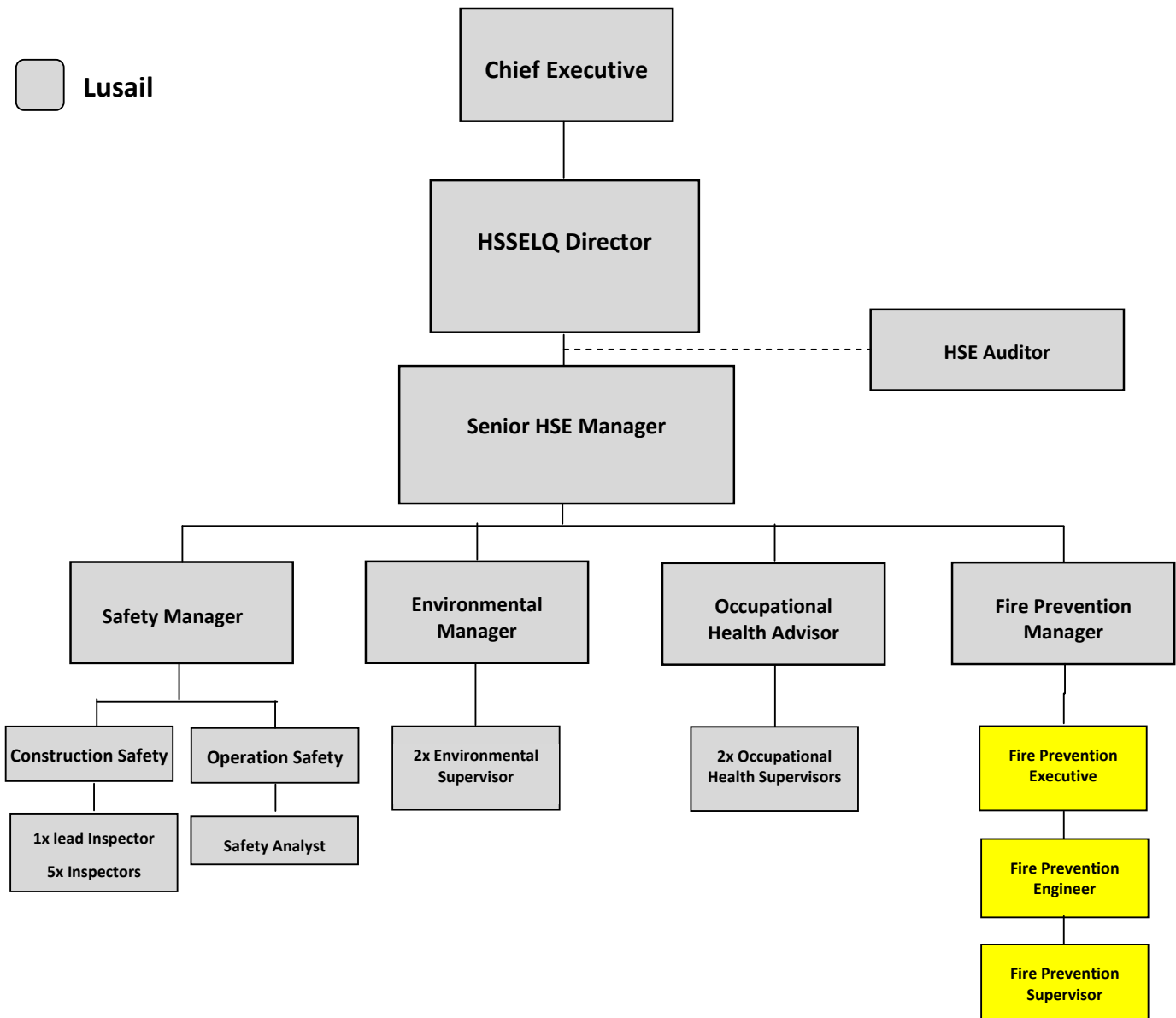
5.4 Legal & Other Requirements (OHSAS 18001 Cl. 4.3.2)

All legal compliance adhered to are referenced in LREDC procedures, policies, general requirements, and plans. Primarily legal requirements are based on QCS 2010 and directions from MOE, MOL, MOI, QCD and applicable international standards. If a conflict arises between LREDC requirements and applicable regulatory requirements, the most stringent shall apply.

- Legislative updates are obtained from Qatar Ministry Websites, Institute of Occupational Safety Health Website and monthly subscription for HSE publications and magazines
- QCS are posted on LREDC webpage and can be accessible to LREDC concerned stake holders. When updates are issued Lusail will assess and changes and modify its documentation as required in a reasonable time frame (maximum 6 months)

6.0 HSE & FIRE ORGANIZATION, RESOURCES (OHSAS 18001 Cl. 4.4.1; 4.4.2; 4.4.3; 4.4.4; 4.4.5)

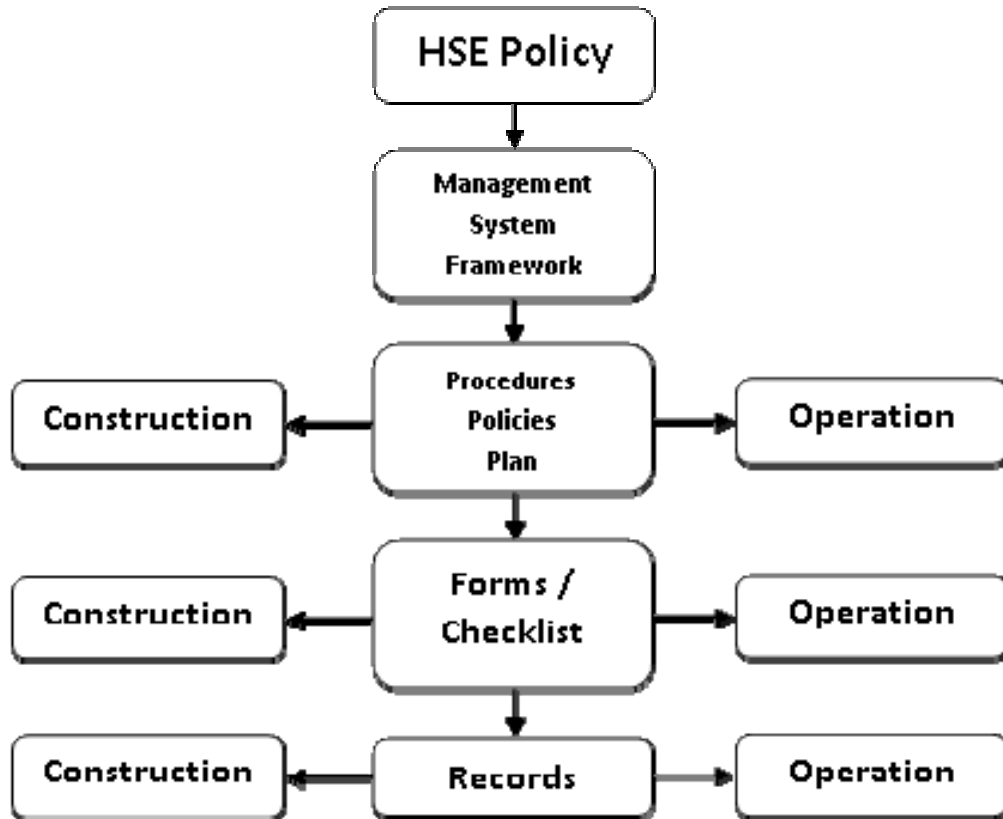
6.1 HSE & Fire Organization Chart (OHSAS 18001 Cl.4.4.1)



Documented Management System (OHSAS 18001 Cl. 4.4.4)

LREDC Documented Management System shall include:

- HSE & Fire Policy Statement of Intent;
- HSE Management System Framework;
- Other Policies, Management Plans, Control Plans, Procedures, Forms and Checklists;



6.3 Training, Competence & Awareness (OHSAS 18001 Cl. 4.4.2)

Training and competency requirements in addition to other courses taken by each employee, they are also provided from company’s e-learning, licenses and accredited training courses including basic internal induction to ensure that they all have the competencies to perform their work in accordance with LREDC requirements.

All first aiders and fire wardens are provided with certified training courses.

All records of training are maintained manually or logged in the E-Learning Management System by the human resources department. Internal training will be recorded on a register along with proof of attendance.

Contractor and consultants are responsible for providing the relevant training courses to enhance the competency of their staff and be made aware of the risks associated with their operations.

LREDC shall induct all employees and contractors supervisory staff. (This induction may be completed by an external third party where required.)

HSE awareness is enhanced via briefings, training, publication of news bulletins, lessons learned flyers, tool box talks etc.

[Refer to:](#) SOP09-LUS-HSE-SP2-442-001 -HSE Training Procedure

6.4 Control of Documents and Records (OHSAS 18001 Cl. 4.4.5; 4.5.4)

All records necessary to demonstrate Management System implementation shall be stored electronically. Records are also stored as electronic copies.

All documents that have an impact on the effectiveness of the management system shall be controlled as indicated below:

- Document Name
- Reference Number
- Revision Status
- Date of Issue
- Approval Status
- Controlled Status
- Record of the Revision

[Refer to:](#) SOP22-LUS-HSE-SP2-445-001 -Record Control Procedure

[Refer to:](#) SOP23-LUS-HSE-SP2-445-002 -Document Control Procedure

7.0 HSE & FIRE RISK AND MANAGEMENT OF CHANGE (OHSAS 18001 Cl. 4.3)

7.1 Hazards Identification & Risk Assessment (OHSAS 18001 4.3.1)

The organization will develop and maintain procedures to enable workplace hazards are identified, risks mitigated and communicated to employees and, as necessary, the contractors and stakeholders.

HSE and Fire Risks associated with the workplace will be evaluated and corrective actions undertaken to reduce and control those risks to an acceptable level thus minimize the potential for accidents and incidents.

LREDC will require our contractors, and stakeholders to identify and mitigate HSE & Fire risks that may impact on our work activities.

LREDC will ensure suitable and sufficient risk assessments are conducted to enable workplace significant HSE & Fire risks to be identified, evaluated and controlled. A Risk Register shall be established and maintained and will contain activities, hazards and control measures. (For tasks undertaken by Lusail staff.

A risk based approach shall be established during inspection, incident investigation and assessment

Risk assessments shall be conducted by suitably trained persons and who have an understanding of the hazard. Records of risk assessment shall be documented and maintained. Risk assessment shall consider a hierarchy of controls namely:

Elimination
Substitution
Segregation
Isolation / Engineering
Work Practices
PPE

[Refer to:](#) SOP01- LUS-HSE-SP2-431-003 Risk Management

7.2 Environmental Risk Management: (OHSAS 18001 Cl. 4.3.1)

For Environmental Aspects LREDC shall establish a Register of Environmental Risks stating Aspects, Targets, Potential effects, Mitigation / control measures and Risks of residual effects.

As part of the overall risk management approach to construction and operations, LREDC shall establish a methodology for:

- Environmental Aspects and Impacts Register
- Environmental Objectives and Targets
- Environmental Management Plans

[Refer to:](#) SOP07-LUS-HSE-SP2-446-007 -Environmental Aspects & Impacts Register

7.2.1 Environmental Aspects and Impacts Register

An environmental aspect is any element of LREDC's activities, products or services that can interact with the environment. A significant environmental aspect is an environmental aspect that has or can have a significant environmental impact. An environmental impact is defined as any change to the environment, whether adverse or beneficial, wholly or partially resulting from LREDC's activities, products or services.

This section outlines LREDC's procedure to identify environmental aspects and maintain a register of these aspects.

These procedures apply to all planned and ongoing LREDC activities in the Permits in which it operates. Activities may include infrastructure, dewatering works, surveys, excavation, roads, plant, campsites, marine works, waste management, spills, chemical or oil transport.

LREDC shall develop and maintain an Environmental Aspects and Impacts Register for all activities, products and services. The aspects register will be reviewed if LREDC changes the nature of the Project activities or changes if the environment of operation changes.

[Refer to:](#) SOP07- LUS-HSE-SP2-446-007 -Environmental Aspects & Impacts Register

7.3 Program and Objectives (OHSAS 18001 Cl. 4.3.3)

LREDC shall establish the necessary programs, plans and objectives to oversee HSE, Fire & Occupational Health and these will be reviewed to ensure that they are met.

The ultimate goals are to ensure:

- HSE, Fire and Occupational Health management is continually maintained and improved;
- A safe working environment;
- All HSE, Fire and Occupational Health related risks are mitigated;
- Applicable minimum LREDC requirements are met or exceeded;
- Compliance to minimum applicable local and international standards;
- Prevention of site accidents / incidents to allow timely delivery without stoppage of work;
- Sustainable development.

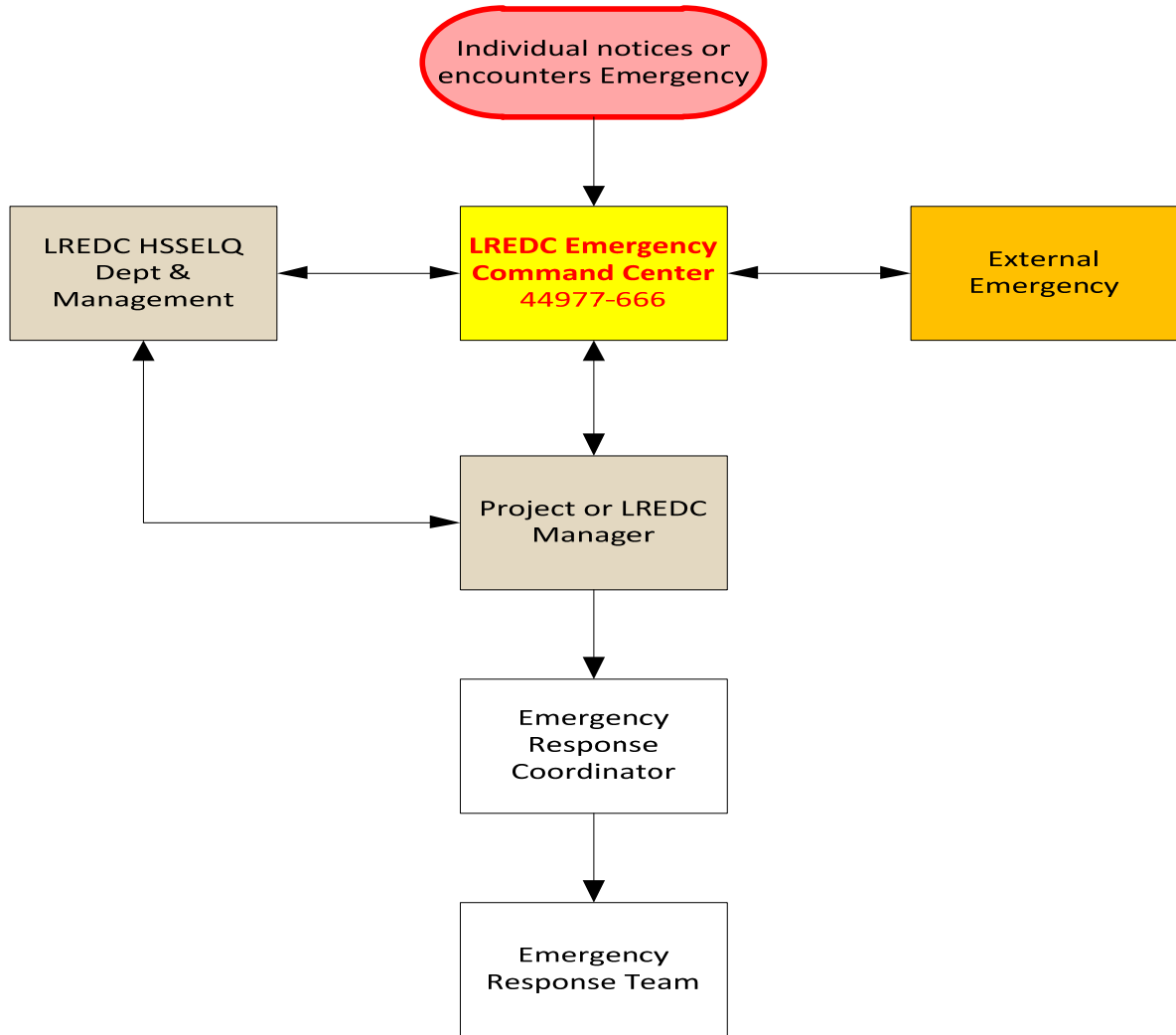
LREDC recognizes the value of the environment to the community and future generations. We will work towards sustainable development through responsible construction and operation procedures.

7.4 Emergency Preparedness & Response (OHSAS 18001 Cl. 4.4.7)

LREDC shall ensure that an emergency and response plan is established within Lusail sites and QD Buildings. Emergency and Response drills shall be conducted on a regular basis. Induction shall include emergency and response arrangements for newly hired or visitors who are not fully escorted.

Emergency Evacuation Plan with the designated person / coordinator / Fire Wardens and First Aiders shall be displayed in each building and the job site. The flowchart below indicates how emergency reporting is executed.

All requests for emergency services MUST be coordinated by LREDC Emergency Command Center on 44977 - 666.



Emergency Protocol Arrangements

[Refer to:](#) SOP04- LUS-HSE-SP2-447-001#Emergency Response Procedure

8.0 IMPLEMENTATION & OPERATION (OHSAS 18001 Cl. 4.4)

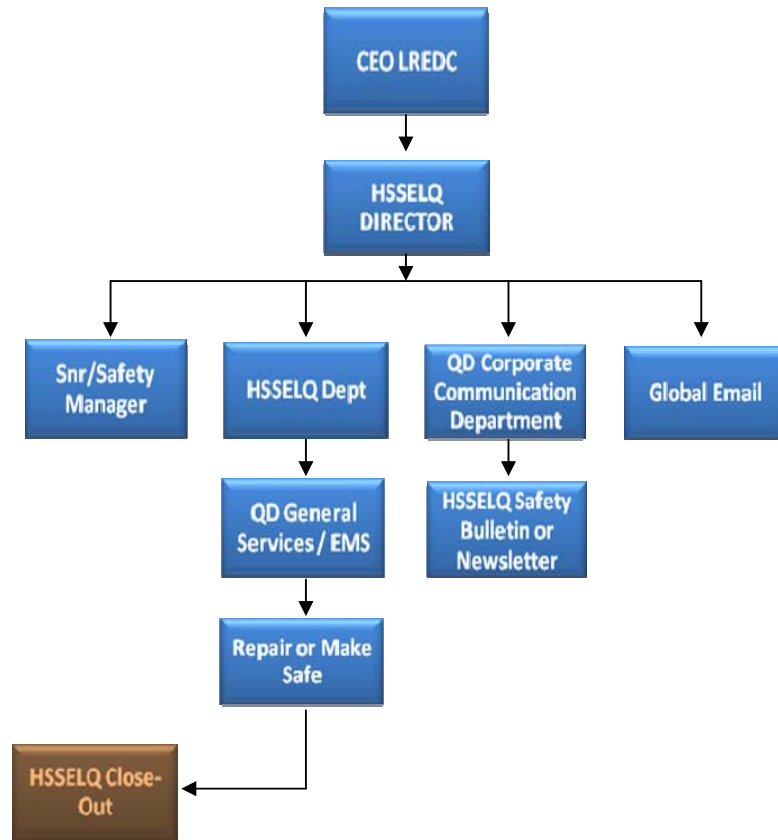
8.1 Operational Control (OHSAS 18001 Cl. 4.4.6)

Operational control shall include documented management plan, operational procedures, Health, Safety and Environment Plan, risk assessment, Method Statements, programs, training program, inspection, audits etc.

These controls shall include effective supervision, control of sub-contractors lessons learned, effective communication etc.

[Refer to:](#) SOP17 LUS-HSE-SP2-446-001 -Operational Control Procedure

8.2 Lusail Operation



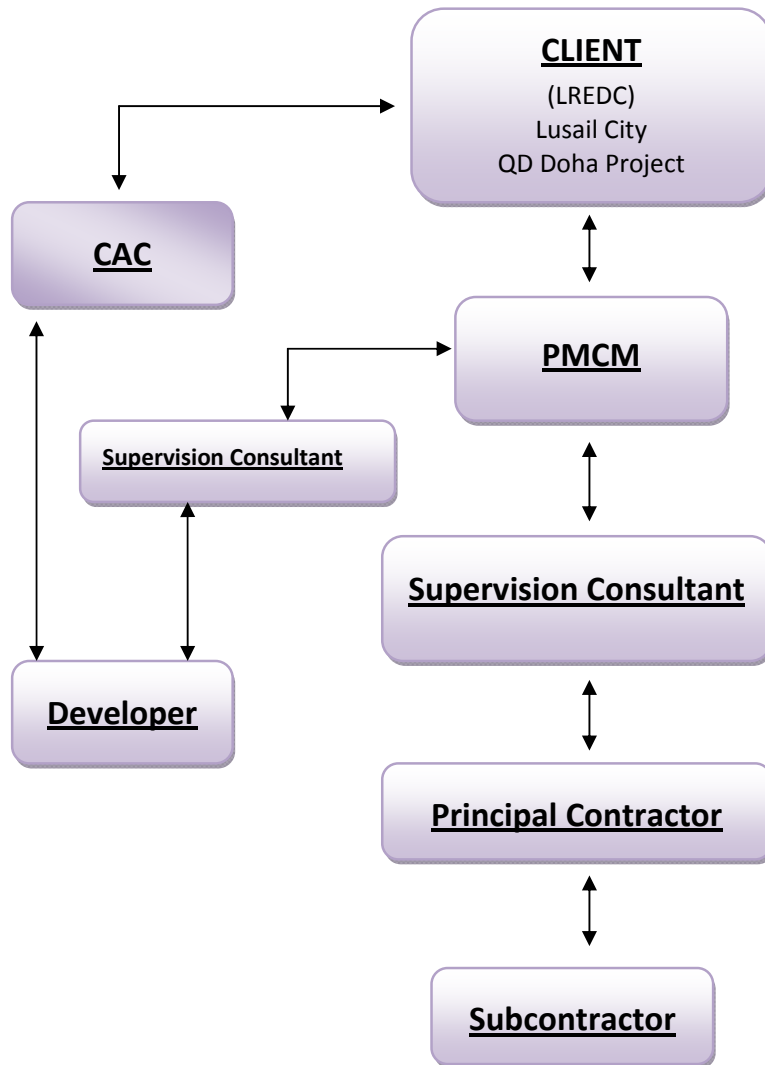
HSE in operation phase consists of setting standards, interaction with the Client Management Team, contractors and sub-contractors for minor repair works and facilities maintenance. Monitoring, audits and assessments are daily tasks of the HSE personnel within HSEELQ Department. Other programs within operational mode include training, briefings, events promotion, initiate fire drills, HSE awards scheme, promotion of general awareness.

Refer to: SOP17- LUS-HSE-SP2-446-001 -Operation Control

Refer to: SOP18- LUS-HSE-SP2-446-002 -HSE Award Procedure for Contractor & Developer

Refer to: LUS-HSE-WG3-432-001 HSE General Requirements

8.3 Construction



All stakeholders involved in the project development phase are issued with LREDC General Requirements on HSE, Fire and Occupational Health standards and these are measured and monitored to ensure that they are being adhered to. Compliance level with the statutory requirements is also measured. Training, audits, risk assessments, review of construction HSE plan, review of method statement, testing and inspection of construction plant and equipment are also part of the safety programs for construction phase.

Refer to: SOP17- LUS-HSE-SP2-446-001#Operation Control

Refer to: LUS-HSE-WG3-432-001 HSE General Requirements

8.4 Environmental Management

LREDC assures state of the art Environmental Management that provides practical mechanisms to manage the impact of any of its construction Projects / Operations upon the respective environment. The management procedures / plans are based upon international best practices, designed to effectively address internationally recognized as well as local best practices, QD/Lusail requirements and environmental conditions.

The function of an Environmental Management Plan (EMP) is to ensure that the construction and operational stages of a development do not have significant adverse impacts on the environment. An EMP therefore incorporates the monitoring, operations and maintenance procedures requested for good environmental governance.

A key part of any Environmental Management is mitigation. Mitigation, with respect to environmental issues, is defined as the elimination or reduction of the frequency, magnitude, or severity of exposure to environmental risks. It is a requirement of any Law of Environment Protection that projects use available technology and management tools to achieve economically feasible control of any emissions and eventual pollution, prevent environmental deterioration and avoid or minimize any potential negative impacts to the environment.

[Refer to:](#) SOP07 -LUS-HSE-SP2-446-007 -Environmental Aspects & Impacts Procedure & Register

[Refer to:](#) SOP10-LUS-HSE-SP2-455-001 -HSE Environmental Inspection & Audit Procedure

[Refer to:](#) LUS-HSE-WG3-431-001_Construction Environment Management Plan

[Refer to:](#) LUS-HSE-WG3-431-002 Operation Environment Management Plan

8.5 Occupational Health Management

8.5.1 Occupational Health Operation Directives

The occupational health program framework is designed to identify a minimum set of Occupational Health management and technical requirements for the COMPANY which provides consistent protection to workers and impacted local communities as a result of COMPANY activities. It contributes in the implementation and administration of the occupational health procedures and requirements by providing a specific plan and standards integrated within the overall COMPANY HSE-MS.

This applies to the lifecycle of and operations (from conception through to cessation) and it recognized that “site- specific” occupational health requirements may also need to be met.

[Refer to:](#) SOP08- LUS-HSE-SP2-446-004-02 Occupational Health Plan & Minimum Requirements

8.5.2 Occupational Health Construction Directives

The occupational health plan and minimum requirements provides a structure for PROJECT’s which describes the expected contractors program which manages its present and emerging health issues. The program as a minimum shall include the identification, evaluation, control, and communication of health issues related to PROJECT workers and others (for example, local communities) as appropriate. PROJECT contractors shall have a robust mechanism for tracking the implementation of risk-based action items arising out of their HSE-MS. Possible sources of these action items include (but are not limited to): HRAs, exposure monitoring surveys, audits, process hazards analysis, management reviews, regulatory inspections, and incident investigations.

As a minimum requirement the PROJECT contractors shall have effective arrangements in place for managing health and welfare, communicating health information to the workforce and monitor implemented controls. Examples include (but are not limited to): focal points, bulletins, HSE training, HSE committees, toolbox talks, medical surveillance, health and hygiene inspection etc.

[Refer to:](#) SOP08- LUS-HSE-SP2-446-004-02 Occupational Health Plan & Minimum Requirements

8.6 Fire Management

8.6.1 Construction Fire Management Plan

LREDC established minimum fire prevention requirements for all relevant stake holders to adhere to during the development phase. Monitoring, migration and control of fire risks are a part of the construction HSE functions.

[Refer to:](#) SOP13 LUS-HSE-SP2-446-005.01-Fire Prevention

[Refer to:](#) SOP21- LUS-HSE-SP2-446-006.01 Fire Scope & General Requirements

8.6.2 Lusail Operation Fire Management Plan

Minimum applicable fire prevention requirements are drawn up for all relevant stake holders to adhere to during operational mode. These are specifically for maintenance contractors and sub-contractors that provide services to LREDC for projects in the operation mode. Monitoring, mitigation and control of applicable risks are a part of the Operation functions.

[Refer to:](#) SOP13 LUS-HSE-SP2-446-005.01-Fire Prevention

8.7 Communication & Consultation (OHSAS 18001 Cl. 4.4.3)

LREDC shall utilize a consultative approach to improve its understanding of the LREDC issues faced by employees and also in the development of LREDC initiatives and strategies to improve performance.

As a minimum, LREDC shall consult with employees when:

- Changes that may affect the health, safety, fire, environment or welfare;
- Measures to be taken to mitigate the mentioned risks;
- Changes in the procedures / policies;

The organization shall utilize appropriate processes to ensure that any HSE, Fire and Occupational Health related issues are properly consulted and communicated. The channels by which these are communicated are, and not limited to the following:

- Forums, briefings, news bulletins, safety alerts;
- HSE progress and HSE Management Review Meetings;
- Hazard, incident and non-conformance reporting systems;
- Meetings, such as Toolbox Meetings and HSE training;
- Formal presentations;
- ACONEX, Emails.

[Refer to:](#) SOP03- LUS-HSE-SP2-443-001 -Communication & Consultation Procedures

9.0 MONITORING & AUDIT (OHSAS 18001 Cl. 4.5)

9.1 Performance Measurement and Monitoring (Cl. 4.5.1)

A documented procedure is established for measuring and monitoring HSE, Fire & Occupational Health performance to ensure that they remain suitable and meeting the set objectives (include KPIs), the effectiveness of controls, conformance with legal / LREDC requirements. The measurement and monitoring relate to proactive and reactive basis. The data from measurement and monitoring are analysed and used as a basis for continual improvement. This information shall be used for the Management Review process.

[Refer to:](#) SOP05- LUS-HSE-SP2-451-001#Performance Monitoring Procedure

9.2 Evaluation of Compliance (OHSAS 18001 Cl. 4.5.2)

Evaluation on legal and contractual compliances is normally dealt with by audit process. Legal requirements will be kept in a register and will be audited 6 monthly and as part of all internal audits

[Refer to:](#) SOP16- LUS-HSE-SP2-453-002 Internal Audit Procedure

9.3 Incident Investigation, Non-Conformity, Corrective Action & Preventive Action (OHSAS 18001 Cl. 4.5.3)

LREDC shall establish a procedure for notifying, reporting and investigating incidents / accidents.

All stake holders are expected to report incidents, accidents and near misses to HSE/ELQ Department. Security Command Centre will be notified if required to coordinate with QCD and Hamad General Hospital for major injuries and fire incidents. All reportable accidents and incidents shall be reported to the MOL online or by email attachment.

Incident Review Board meeting is organized for major incidents to initiate investigation process. Investigation must identify ROOT CAUSE and contributing factors, and corrective actions must link to all the causes to mitigate such risks. Lessons Learned bulletin/alert must be produced and distributed to all involved in Lusail City Development projects.

Corrective actions shall be discussed with all stakeholders affected prior to implementation.

[Refer to:](#) SOP15- LUS-HSE-SP2-453-001 - Incident Investigation & Reporting

[Refer to:](#) SOP06- LUS-HSE-SP2-453-002 - Non-Conformance & Corrective Actions

3.1 Non-conformity, Corrective Action and Preventive Action (OHSAS 18001 Cl. 4.5.3.2)

Non Compliance Report (NCR) is raised for HSE and Fire deficiencies found based on a day to day monitoring. A Corrective Action Register shall be kept for all hazards not closed immediately. Close-Outs are to be recorded on the Corrective Actions Register and stored on the Shared Drive.

[Refer to:](#) SOP06-CAP & Preventative Action Procedure

9.3.2 Internal Audit (OHSAS 18001 Cl. 4.5.5)

Audit procedure and a planned audit schedule shall be developed. Audits shall be conducted by competent personnel and shall be independent of the work function.

Internal audit shall be conducted at least once a year to ensure that the HSE management system is effective and meets the objectives and policies for LREDC. Audit results will be notified to SMT.

Improvements identified from the audit findings shall be incorporated into the overall program for implementation and the Management System.

[Refer to:](#) LUS-HSE-SP2-453-002 Internal Audit Procedure

9.4 Management Programs & KPI's (OHSAS 18001 Cl. 4.3.3)

9.4.1 Management programs

Management programs will be used to ensure steady progress with OHS Objectives. Management programs will be approved by the MA. A list of approved programs will be kept on the shared drive. Programs should be measurable and in line with policy and legal requirements.

9.4.2 Key Performance Indicators (KPI's)

KPI's will be set each year and monitored monthly. These will be in line with the policy and the organizations overall HSE strategy. A register of all internal and external KPI's will be kept on the shared drive and assessed monthly. The Snr. HSE and Fire Manager will be responsible for keeping the records. Any significant failure will be reported to senior management.

[Refer to:](#) SOP16- LUS-HSE-SP2-453-002 Internal Audit Procedure

10.0 MANAGEMENT REVIEW (OHSAS 18001 Cl. 4.6)

The Management Representative and HSELQ Director will review the annual performance relating to HSE, Fire & Occupational Health performance against the key requirements of the management system to ensure that it remains relevant and applicable to the business.

Management review shall include but not limited to:

- Findings of internal audit;
- Evaluation of compliance with applicable legal requirements and with LREDC and Contractual requirements;
- Accident and incident frequency rate data;
- Major accident information and lessons learned;
- Accident trend analysis;
- Effectiveness and suitability of the management system;
- Comparison to previous year's key tasks or objectives;
- Recommendations for improvement.

End of year performance report is compiled in a presentation format and the review shall be undertaken at least once a year

[Refer to:](#) SOP 20_LUS-HSE-SP2-460-001-Management Review Procedure