



Lusail Real Estate Development Company

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

Lusail Construction Safety Management Procedure – Standard HSE Meetings

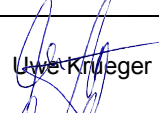
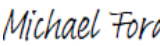
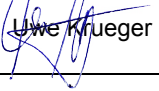
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COMPANY PROPRIETARY INFORMATION

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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 |
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| 1 | (Pg. 1) Company Propriety Information – Not controlled if printed has been added. | HSE Working Group | Michael Ford |  Uwe Krueger | 1 st April 2015 |
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CONTENTS

- 1.0 DESCRIPTION**
- 2.0 DEFINITIONS**
- 3.0 RESPONSIBILITIES**
- 4.0 TYPES OF HSE MEETINGS**
- 5.0 ALL HANDS HSE MEETINGS**
- 6.0 TAILGATE/ TOOLBOX HSE MEETINGS**
- 7.0 PRE TASK HSE BRIEFINGS**
- 8.0 SAFETY COMMITTEE MEETINGS**
- 9.0 TYPICAL HSE MEETING CONTENT**
- 10.0 DOCUMENTATION**

1. Description

This element of the Lusail Construction Safety Management Procedures (LCSMP) is intended to provide Contractors with guidelines and information for preparing and conducting comprehensive and effective Health Safety & Environment (HSE) Meetings.

Information and guidelines provided in this Procedure apply to all Lusail personnel, Contractors, Developers, Consultants and subcontractors having active working construction projects at the Lusail Real Estate Development project.

2. Definitions

| Term | Description |
|-------------|--|
| HSE Meeting | A meeting specifically designed for and with purposes of communicating health safety and environment guidelines, policies, requirements, standards and procedures that construction workers must be aware of and follow in order to safeguard themselves from construction site hazards. |

3. Responsibilities

The Contractor is fully responsible for the pre-planning of all work activities, development of Method Statements and Activity Hazard Analyses, and overall safe work planning and implementation. The Contractor's Project Management is responsible for the assurance that all work is planned and conducted according to the pre-planning documents; and Contractor, Lusail and Qatar Construction Specifications 2010. Should a conflict occur between procedures/standards or requirements the more stringent shall apply.

4. Types of HSE Meetings

Several formats of HSE Meetings are available to the Contractor. Regardless of the classification, the overall intent of the meeting shall always be to inform the worker(s) of the hazard(s) that they are/may be exposed to during the course of their employment, and the control measures which are available, required, and established at the work area to safeguard workers from identified hazards.

Types of HSE Meetings are as follows:

- ◆ All-hands HSE Meetings: Involve participation by all personnel assigned to the project.
- ◆ Tailgate/Toolbox HSE Meetings: Typically held weekly and attended by all personnel assigned to a specific team, crew, etc.
- ◆ Pre-task HSE Briefings: Conducted pre-task start up and attended by all personnel involved in a particular task or activity.
- ◆ Safety Committee Meetings: Held monthly or quarterly and attended by chosen work force representatives.

5. All Hands Hse Meetings

Contractors are advised by Lusail to conduct all-hands HSE meetings at least monthly. All-hands meetings should be attended by all personnel employed by the Contractor or all personnel currently working at the project site; regardless of employer.

The All-hands meeting is an opportunity for the Owner or Main Contractor to communicate current site activities which affect all personnel; or new/revised policies affecting all work activities. Hazards or issues which all personnel must be aware of should be conveyed during these meetings.

All-hands meetings shall be led by Construction Management (CM) with assistance from HSE Representatives. Meetings shall be documented and all attendees shall sign in on attendance rosters.

6. Tailgate/ Toolbox HSE Meetings

The Tailgate or Toolbox Meeting shall be conducted by all Lusail Contractors on a weekly basis, at a minimum. Contractors are encouraged to conduct meetings daily. The Contractor shall ensure that all personnel under his supervision receive a HSE meeting at least once per week.

The Tailgate meeting is the Contractors opportunity to advise select groups of works of the hazards associated with the specific project they are assigned to. Details of daily activities, work schedules, active work areas, changes in site conditions are discussed at the tailgate meeting.

The tailgate meeting should be conducted by CM; however, Contractors may assign HSE and other supervisory representatives to perform the meetings. The latter option is more feasible on large open projects having multiple mobilization points and work crews.

Meetings shall be documented with all attendees signing in on an attendance roster.

7. Pre Task HSE Briefings

Lusail advises all Contractors to implement a program of pre-task or pre-activity HSE briefings. Meetings of this type are typically less than five (5) minutes in duration, covering the immediate conditions and hazards that the task at hand presents to the crew.

The area Foreman, Supervisor, Engineer, or area HSE Representative shall lead the meeting; however, active participation by the work crew is encouraged to promote teamwork and consideration for one's co-workers.

Pre-task briefings can also be conducted mid-task when conditions warrant. Changes in site conditions, identification of new or previously unrecognized hazards, and changes to procedure are all reasons to stop work temporarily, gather all workers, and discuss again the plan to address all hazards.

Pre-task briefings should be documented in some way such as attendance rosters. Attendees may sign off on permit forms used for permitted work activities to serve as documentation of the pre-task briefing.

8. Safety Committee Meetings

Each Contractor should organize and implement a Safety Committee Meeting program. The safety committee is designed to include a representative from all levels of construction site management and staffing. The intent is to get a representative understanding of the issues affecting the project from multiple viewpoints.

The safety committee shall focus on program level site deficiencies, hazards, and issues which involve multiple factors affecting the successful implementation of the solution or control. Having multi-level representatives ensure management that the solution advised takes into consideration the viewpoints and concerns of the baseline worker up to the Project manager level.

Safety committee meetings shall be chaired by an appointed leader. Minutes of the meetings shall be documented and communicated to all personnel on site who are/may be affected by issues discussed. Contractors shall post minutes of meetings on safety bulletin boards.

9. Typical HSE Meeting Content

The following topics are examples of topics which may be discussed at HSE meetings of any type:

- Accidents / Incidents (since last meeting)
- Safety concerns raised by the workforce (including subcontractors)
- Two-week work activities look ahead
- Overall safety performance of the project
- High hazard work activities presently occurring
- Results/ findings of recent HSE assessments
- Update on new policies and procedures that may have established
- Road closures/traffic route changes

- Upcoming HSE trainings/meetings
- Any other HSE-related business

10. Documentation

All HSE meetings shall be documented by the Contractor using the appropriate form(s) as discussed above. Meeting minutes/records shall be maintained on file in the Contractors site office for the duration of the project and archived for a minimum of 10 years from creation date.