



# Lusail Real Estate Development Company

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

## STANDARD OPERATION PROCEDURE – PERFORMANCE MONITORING

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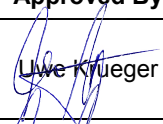
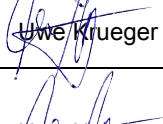
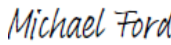
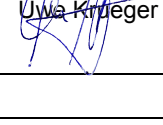
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### COMPANY PROPRIETARY INFORMATION

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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
1	(Pg. 1) Company Propriety Information – Not controlled if printed has been added.	HSE Working Group	Michael Ford		1 <sup>st</sup> April 2015
1	(Pg. 2) Revised Amendment Table	HSE Working Group	Michael Ford		1 <sup>st</sup> April 2015
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## 1.0 INTRODUCTION & PURPOSE

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The purpose of this document is to ensure that LREDC undertakes the structured approach to monitor, measure and report HSE performance. Information gathered will be used to ensure overall effectiveness of the HSE Management System (HSEMS) in controlling health and safety risks and environmental impacts of LREDC activities.

The process includes monitoring and measuring conformance with operational controls, compliance with HSE regulations and other legal requirements, LREDC HSEMS requirements as well as progress toward achieving HSE objectives and targets.

## 2.0 SCOPE

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This procedure applies to all LREDC project including its contractors and developers.

## 3.0 ABBREVIATION

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- LREDC – Lusail Real Estate Development Company
- HSSELQ – Health, Safety, Security, Environment, Logistics & Quality Department
- HSE – Health, Safety & Environment
- HSEMS – HSE Management System
- EMP – Environmental Management Plan
- EIA – Environmental Impact Assessment

## 4.0 RESPONSIBILITIES

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The functions and responsibilities include (but are not limited to) the following:

### 4.1. HSSELQ MANAGEMENT GROUP

- Review the status of high priority/key issues from the monitoring and measurement trend analysis on annual basis and provide directives for improving the performance, as required.
- Provide directions on preventive and corrective measures, as required.
- Convene ad hoc issue-specific groups.

### 4.2 DEPARTMENT DIRECTOR

- Accountable for overall HSE performance in their department.
- Review annually the HSE and HSEMS performance of all the groups within the directorate and provide directives for enhancing the HSE performance as required.
- Providing the necessary resources to ensure the implementation of the required monitoring and measurement processes, and, corresponding actions to improve the HSE performance, as required.

### 4.3 SENIOR HSE MANAGER

- Commissioning HSE compliance and HSEMS conformance audits and inspections in line with the LREDC HSE Internal Audit, and Inspection Procedure.

- Annual presentation of HSE and HSEMS performance measures of all directorates to the senior management during HSEMS management review by the HSE Management Committee.
- Annual presentation to the HSE Management Committee on the high priority/ key issues from the trend analysis along with corrective/preventive measures on controlling and maintaining the significant HSE impacts/issues and/or improving HSE performance.

#### **4.4 OCCUPATIONAL HEALTH ADVISOR, SAFETY & ENVIRONMENTAL MANAGERS**

- Establishing and maintaining Occupational Health, Safety and Environmental performance metrics
- Establishing appropriate systems/processes for monitoring and measuring significant occupational health, safety and environmental aspects.
- Preparing and presenting the trend analysis on the significant occupational health, safety and environmental aspects/issues to the HSE Management Group.

#### **4.5 HSE AUDITOR**

- Planning and delivering HSEMS audits in line with the LREDC HSE Internal Audit procedure.
- Conducting HSE Audits.
- Timely communicating of the HSE data to the HSE Teams, as needed to mitigate HSE impacts and risks.

#### **4.6 HSE REPRESENTATIVES**

- Conducting HSE Inspections and supporting HSE Team for carrying out HSEMS Audits in line with HSE Internal Audit Procedure.
- Responsible for presenting the HSE performance issues and concerns.
- Preparing trends on the significant HSE issues within their respective area and forwarding the results to HSE team.
- Others responsibility as detailed in the procedure

### **5.0 PROCEDURE**

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LREDC will implement monitoring and measurement programs that focus not only on achievement of final performance targets, but also gauge the effectiveness of the systematic processes in place to reach performance goals and based on the identified Key Performance Indicators (KPIs) set in the corporate Objectives and Targets.

The monitoring and measuring systems, processes, programs shall be established based on the significance of the respective occupational health, safety and environmental aspects determined from the risk assessment results and pertinent legal and other obligatory requirements.

#### **5.1 PERFORMANCE MEASUREMENT**

Performance measurement and monitoring of compliance is an essential aspect in the process of maintaining and improving the Health, Safety and Environment Management system (HSEMS).

HSE group shall ensure:

- a) The effective implementation of the HSEMS through formal HSE audits, inspections and management reviews;
- b) Accidents, ill-health and incidents (including near-miss incidents) and other historical evidence of deficient HSE performance shall be monitored and measured;

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- c) The qualitative and quantitative information obtained from monitoring and measurement shall be recorded to facilitate subsequent corrective and preventive action analysis.
  - d) The HSE Group shall ensure that adequate resources are committed to collating, evaluating, analyzing and reporting HSEMS performance;
  - e) Within the Monitoring Programs, there is an appropriate designation of responsibility for achieving objectives and targets at each function and level of the project. Also included shall be the means by which they are to be achieved, the KPI's to measure progress and the time frame; and
  - f) If a project involves a new development and/or new or modified operations, the LREDC HSE Management Group shall ensure that the relevant program(s) are amended accordingly. The Program shall be reviewed on an annual basis or as required.

## **5.2. PERFORMANCE MONITORING**

Monitoring and reporting are important components of any HSEMS. The overall aim of monitoring and reporting is to quantify and demonstrate progress towards identified objectives and targets. Regular monitoring, reporting and evaluation of HSE performance is an integral part of the process of continual improvement.

The HSE Monitoring procedure shall address:

- a.) Monitoring of LREDC HSE targets and objectives;
- b.) Monitoring of effectiveness of HSE programs and control measures;
- c.) Leading and lagging measures of LREDC performance to monitor conformance with HSE programs and control measures;
- d.) Monitoring of compliance with applicable regulatory requirements;
- e.) Permit/license/ No Objection certificate monitoring requirements;
- f.) HSE plans and studies monitoring requirements; and
- g.) Description of methodologies and instruments used to monitor, including calibration requirements and records

## **5.3. OCCUPATIONAL MONITORING**

The requirement for exposure monitoring of the workplace and workers will be defined subject to various risk assessment findings and considering a range of workplace hazards. Where identified as required, appropriate monitoring programs will be implemented of occupational HSE risks such as:

- a.) Occupational air, noise and other relevant work amenities (e.g. lighting, ventilation);
- b.) Ergonomic and workplace design factors;
- c.) Hazardous substances;
- d.) Health surveillance;
- e.) Occupational illness; and
- f.) HSE hazards, near-misses and incidents

The methodology for health surveillance/monitoring will be consistent with the relevant regulatory requirements and level of risk, subject to the risk assessment findings.

Results of workplace exposure monitoring programs shall lead to corrective actions where necessary, based upon the findings. Information related to the health surveillance/exposure monitoring results will be communicated in person to the relevant workers.

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The HSE Group shall establish a system to collect, collate and measure performance and report on the project's HSE Monitoring programs.

#### **5.4. ENVIRONMENTAL MONITORING**

Environmental monitoring programs need only take place when:

- a.) Sensitive receptor(s) has been identified within the Office/Project risk assessment; and/or
- b.) Monitoring of environmental factor baseline conditions is required in order to comply with regulatory requirements (e.g. discharge of groundwater to marine environment).

##### **5.4.1 Environmental Factors**

The environmental monitoring program objective is to establish the successfulness of particular mitigation measures and to verify that all mitigation measures have been applied in accordance with the EMP. Environmental factors that could be monitored and measured include:

- a.) Air quality (dust level, engine emissions, stack emissions, odour):
- b.) Noise and vibration level (e.g. noise timings, noise level):
- c.) Water quality (e.g. groundwater, surface water, discharge points):
- d.) Light pollution (e.g. light overspill, light intensity);
- e.) Biodiversity and conservation (e.g. species present, trends observed);
- f.) Waste management (e.g. type and quantities of waste produced, amount recycled); and
- g.) Sustainability (electricity, water and fuel consumption, recycling, commuter patterns)

The environmental monitoring criteria (such as frequency, parameters tested, minimum detection limits and intervention values) will be determined by the appropriate regulatory requirement.

##### **5.4.2 Environmental Baseline**

As with all monitoring, it is vital that before work commences on the project the HSE Group shall determine the environmental baseline performance for use as the project's environmental performance benchmark or control limit. The baseline and control limits shall be consistent with those specified in the relevant environmental legislation and other related environmental requirements such as the EIA or EMP.

- a) Based on baseline monitoring results and/or related legal requirements, the HSE Group shall develop an environmental monitoring plan as specified in the Environmental Management Plan (EMP).
- b.) Once work has commenced on the project, the HSE Group shall appoint a competent internal and/or external monitoring personnel and shall ensure monitoring is conducted as planned.
- c.) All data and monitoring records shall be submitted to the HSE Group after every monitoring event by monitoring personnel. The HSE Group shall analyse the monitoring results to assess compliance with legal and environmental requirements, including trend analysis where appropriate

#### **5.5. MEASURING & TESTING EQUIPMENT FOR HSE MONITORING**

The Senior HSE Manager appoints the HSE Representative to ensure that inspection, testing and measuring equipment is kept in good condition, properly stored and properly maintained.

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- a) The HSE Representative ensures that safety measuring and testing equipment that is required by law to be calibrated, is calibrated in accordance with manufacturer’s requirement (e.g. gas detector, noise meter, etc.) and devices which do not need calibration must be kept in good condition.
  - b) A Maintenance/Calibration Register is maintained providing details of measuring equipment, calibration date, frequency of calibration, and status of calibration. This register also confirms that any laboratory issuing calibration certificates is certified to do so.
  - c) Upon calibration, the HSE Representative ensures that the equipment is tagged/ labelled to show the due date for the next check and the records of testing and maintenance of the equipment is controlled.
  - d) The HSE Representative also ensures that when the result of the calibration test is unsatisfactory, the equipment is removed from the service.

## 5.6. REPORTING REQUIREMENT

HSE performance reporting is a key tool that provides management with the information to make meaningful and positive changes, and would also ensure that the regulatory authority is appropriately informed of how LREDC is managing their HSE performance

The HSE Project Performance is recorded, reviewed and communicated internally through HSSELQ Management meetings, audits and Internal HSE Weekly Report.

## 5.7. INTERNAL REPORTING

Internal HSE reporting addresses the LREDC and Project-specific objectives, targets and KPIs identified with HSE Objectives and Targets.

### 5.7.1 Project Reporting

The following reporting programs are in place for projects:

- a) HSE Weekly Reports.

LREDC Project reports their HSE performance against predetermined targets weekly by completing the HSE weekly report form. This report shall be forwarded to the CEO and all department Directors. This report shall be discussed during the weekly Directors Meeting,

## 5.8 EXTERNAL REPORTING

External HSE performance and incident reporting requirements include:

- a) HSE incidents to Qatar Labour Law, as identified in procedure [SOP15 – Incident Investigation & Reporting](#);
- b) Quarterly Environmental Report as required by the Ministry of Environment
- c) Requirements outlined in regulatory authority permits/licenses/no objection certificates and similar.
- d) Other legal and regulatory reporting requirements