



Lusail Real Estate Development Company

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

STANDARD OPERATION PROCEDURE – ROLES & RESPONSIBILITIES

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1.0 PURPOSE

This procedure describes LREDC safety, health, environment and fire (HSE) roles and responsibilities, both from a workplace and project standpoint.

2.0 SCOPE

This procedure applies to all LREDC workplace, projects, joint ventures and similar partnerships managed by Lusail in the State of Qatar.

3.0 DEFINITION & ABBREVIATION

| | |
|--------------|----------------------------------------|
| CEO | Chief Executive Officer |
| LREDC | Lusail Real Estate Development Company |
| PPE | Personal Protective Equipment |
| HSE | Health, Safety and Environment |
| SHEP | Safety, Health and Environmental Plan |
| SLS | Senior Leadership System |
| SMT | Senior Management Team |

4.0 REFERENCES

Qatar Construction Specifications 2010

LREDC Management Framework – Section 4.4.1 Roles & Responsibilities

Lusail HSE General Requirements – Section 4.3 Health & Safety Staff Responsibilities

5.0 RESPONSIBILITIES

The following personnel have responsibilities mentioned in this procedure:

5.1 CEO

- Sets clear HSE Policy for organization and stakeholders

5.2 HSSELQ Director

- Leads the Department on HSE matters

5.3 PROJECT/OFFICE MANAGER

- Ensures appropriate HSE resources are in place.

5.4 HSE REPRESENTATIVE

- Will ensure HSE Policy and procedures are implemented within workplace.

6.0 PROCEDURE

6.1 HSE MANAGEMENT COMMITMENT & LEADERSHIP

6.1.1 SENIOR MANAGEMENT COMMITMENT

LREDC Senior Management is fully committed to the LREDC HSE Policy and regularly visit project sites and workplaces to assess HSE performance and issues within site management. During these site visits, the senior management often participate in onsite task observations (such as safety walks, inspections or audits) and address relevant HSE consultative forums (such as site HSE committees or tool box talks).

For the purpose of this process, senior leaders are defined as:

- a) Chief Executive Officer;
- b) Operation Directors;
- c) Directors;
- d) Lusail Project Managers

6.1.2 SENIOR LEADERSHIP SYSTEM

The LREDC Safety Leadership System (SLS) is designed to encourage senior leaders (SMT, directors and managers) to engage employees in a brief discussion about HSE and to make any pertinent observations of the working environment in the office or project. It is a means for Senior Managers to optimize their HSE visibility at LREDC' field and office locations and demonstrates senior leaders' personal commitment to achieving an injury-free work environment

A selection of HSE questions are available on the SLS Form (see Appendix B), after completion of the office or project visit the results need to be recorded via document control and a copy sent to the HSE department

6.1.3 HSE CULTURE

LREDC' HSE culture is a way of life that has a positive influence at work and at home. Our employees sustain our HSE culture with shared beliefs, values, and practices. These create a work environment that shapes our behaviour.

LREDC goal is injury free project execution. To achieve this vision we need for each and every LREDC employee to become part of an HSE culture that we believe in, live, use, and contribute to each and every day

LREDC' HSE culture is "world-class," and we will sustain this culture with a visible and uncompromised commitment to the protection of our greatest assets - our employees. A Senior Leader's presence sends the message that LREDC values each employee's safety.

6.2 LREDC ROLES & RESPONSIBILITIES

The LREDC Roles and Responsibilities Matrix can be found in **Appendix A**;

6.2.1 LREDC CHIEF EXECUTIVE OFFICER

The LREDC Chief Executive Officer leads the development of appropriate HSE management through the integration of HSE into the LREDC management structure, processes and culture and the regular monitoring and review of HSE performance.

- a) Sets a clear HSE Policy which is signed by him and distributed to all employees;
- b) Is ultimately responsible for LREDC HSE performance;
- c) Allocates adequate resources for HSE management;

- d) Allocates responsibility for HSE management and delegates authority;

6.2.2 THE LREDC HSELQ DIRECTOR IS RESPONSIBLE FOR (CAN ALSO DELIGATE AUTHORITY IN HIS BEHALF)

- a) Review and accept or reject contractor pre-qualification questionnaires or delegates accordingly on his behalf.
- b) Review and accept or reject contractor training records and site-specific safety procedures prior to start of contractor's field operations;
- c) Support the safety oversight of contractor (and subcontractors) HSE practices and interfaces with onsite third parties per the site-specific safety HSE plans;
- d) Provide project oversight to assess site conditions and review HSE program implementation; and
- e) Assist project team with program implementation.

6.3 LREDC PROJECT/OFFICE ROLES & RESPONSIBILITIES

6.3.1 LREDC PROJECT/OFFICE MANAGER(s)

The LREDC Project Manager (PM) is responsible for providing adequate resources (budget and staff) for project-specific/office implementation of the HSE management process. The PM has overall management responsibility for the tasks listed below. The PM may explicitly delegate specific tasks to other staff, as described in sections that follow, but retains ultimate responsibility for completion of the following in accordance with this document:

- a) Incorporate standard terms and conditions, and contract-specific HSE roles and responsibilities within contract (including requirements to lower-tier contractors);
- b) Select safe and competent contractors;
- c) Obtain, review, and accept or reject contractor pre-qualification questionnaires;
- d) Ensure that acceptable certificates of insurance, including LREDC and Client as named additional insurers, are secured as a condition of contract award;
- e) Incorporate HSE information in contract agreements, and ensure that appropriate site-specific safety procedures, training, and medical monitoring records are reviewed and accepted prior to the start of contractor's field operations;
- f) Maintain copies of contracts and contractor certificates of insurance (including LREDC and Client) as named additional insured), bonds, contractor licenses, training and medical monitoring records, and site-specific safety procedures in the project file accessible to site personnel;
- g) Provide oversight of contractor HSE practices per the site-specific PSHEP;
- h) Manage the site and interface with third parties in a manner consistent with LREDC' contract and contract agreements and the applicable standard of reasonable care;
- i) Ensure that the overall, job-specific HSE goals are fully and continuously implemented;
- j) Issue Site Safety Rules consistent with this plan; and
- k) Delegate health and safety responsibility to the appropriate LREDC personnel.

6.3.2 LREDC PROJECT/OFFICE HSE REPRESENTATIVE(S)

The LREDC Project HSE Representative shall be engaged for the duration of the project activity and share in the responsibility to.

- a) Make safety integral to each operation by promoting worker involvement in the work planning and hazard identification process;
- b) Maintain active and visible involvement using open communication with employees regarding safety items;
- c) Review and understand contractual obligations regarding HSE;
- d) Manage the workplace and interface with third parties in a manner consistent with our contract agreements and the applicable standard of reasonable care;
- e) Verify the SHEP is current and amended when workplace activities or conditions change;
- f) Verify LREDC site personnel and contractor supervision have been issued a current copy of SHEP prior to commencing field activities;
- g) Verify and document that LREDC team members have completed any required specialty training (e.g., fall protection, confined space entry) and medical surveillance;
- h) Assure that the workforce is trained and qualified;
- i) Conduct an HSE induction and orientation for all LREDC team members prior to entering the work areas;
- j) Verify compliance with the requirements of these SHEP and applicable contractor health and safety plan(s);
- k) Act as the workplace “Hazard Communication Coordinator” and perform the responsibilities outlined in the SHEP;
- l) Act as the project “Emergency Response Coordinator” and perform the responsibilities outlined in the SHEP;
- m) Post required information and job-site poster’s as required at sites where project field offices, trailers, or equipment-storage boxes are established;
- n) Verify that safety meetings are conducted and documented in the project file as needed throughout the course of the project (e.g., as tasks or hazards change);
- o) Verify that project health and safety forms and permits are being used as outlined in the SHEP;
- p) Perform assessments of contractor HSE practices per the site-specific safety plan and verify that workplace activity self-assessment checklists are being used by LREDC team members. Provide monthly HSE project reports to the LREDC HSELQ Director;
- q) Verify that project files available to site personnel include copies of training, medical monitoring records and site-specific safety procedures prior to start of contractor’s operations;
- r) Coordinate with the HSE personnel regarding LREDC and contractor operational performance, and third party interfaces;
- s) Verify appropriate personal protective equipment (PPE) use, availability and training;
- t) Conduct safety briefings bi-weekly for LREDC team members and contractor supervisors;
- u) Notify human resources representative and HSE of injuries and follow up on injured employee’s progress;
- v) Conduct accident investigations including root cause analysis;

- w) Maintain HSE records and documentation;
- x) Facilitate periodical LREDC Safety audits;
- y) Deliver field HSE training as needed based on project-specific hazards and activities; and
- z) Ensure that programs are effectively functioning to prevent and control hazards on the project.

6.3.3 LREDC PROJECT/OFFICE HSE COMMITTEE

The LREDC Project HSE Committee are established whenever a project/office has at least 5 full-time LREDC employees or when 25 or more total LREDC and subcontractor employees are assigned to a project/workplace.

The HSE Committee emphasizes a proactive approach to prevent injuries and environmental incidents, which supports the firm's commitment to a Zero Incident philosophy. The Committee will hold regular scheduled meetings to review project HSE performance and ensure that applicable HSE controls are properly administered and implemented.

6.3.4 LREDC EMPLOYEES

All personnel are assigned responsibility for HSE operations. This concept is the foundation for involving all employees in identifying hazards and providing solutions. For any operation, individuals have full authority to stop work and initiate immediate corrective action or control. In addition, each worker has a right and responsibility to report unsafe conditions/practices. This right represents a significant facet of worker empowerment and program ownership. Through shared values and a belief that all accidents are preventable, employees accept personal responsibility for working safely. Responsibilities include:

- a) Comply with reasonable HSE instructions and safe working procedures;
- b) Use appropriate personal protective equipment (PPE) and safety systems;
- c) Be familiar with emergency and evacuation procedures;
- d) Do not wilfully or recklessly endanger anyone's health and/or safety
- e) Assist with the preparation of risk assessments, as required; and
- f) Report HSE hazards, incidents, near misses and issues.

6.4 CONTRACTOR ROLES & RESPONSIBILITIES

Contractors are covered by the HSE Plan (SHEP) and shall be provided a copy of this document at the time of the Pre-construction Meeting. If Contractors have specific hazards associated with their type of work that are not covered by this SHEP, Contractors are responsible to submit the procedures to cover all hazards to LREDC for review before the start of field work. Contractors must comply with the established HSE plan(s) of the project. Specific roles within the Contractor's team are likely to be:

6.4.1 CONTROL PROJECT MANAGER

The Project Manager will be responsible directly, or by overseeing his project team, for compliance with the Project HSE documentation. They shall require all Subcontractors to adhere to these requirements and provide necessary resources, facilities and personnel.

6.4.2 CONTRACTOR HSE REPRESENTATIVE

The Contractor HSE Representative will:

- a) Review Subcontractors' HSE protection/mitigating measures – to verify compliance with the HSE documentation;

- b) Report any HSE documentation non-compliances in writing to the Contractor Project or office Manager and to the LREDC HSE Representative;
- c) Carry-out regular HSE awareness and training sessions;
- d) Conduct regular inspections – to check that committed impact mitigation measures are being implemented;
- e) Carry-out the HSE monitoring programs; and
- f) Issue a regular HSE report to LREDC, containing a description of on-going activities, inspections, control and monitoring programs

6.4.3. SUBCONTRACTORS OF MAIN CONTRACTOR

Any company hired directly or indirectly by the Contractor to carry out the construction/operation works is designated as a Subcontractor.

- a) It is the responsibility of the Contractor to ensure that those Subcontractors whose activities have at least one interface with identified key HSE aspects to be fully knowledgeable of the HSE requirements.
- b) Subcontractors directly in charge of activities, such as laboratory sampling analyses or waste transportation and disposal, will be approved by the regulatory authority.
- c) Subcontractors will be called to demonstrate a proactive behaviour towards HSE concerns. It will be their responsibility to provide any information requested by the Contractor, LREDC, Client or regulatory authority with regard to their construction activities, mitigation and compliance with applicable HSE requirements. The Subcontractors HSE performance will reflect directly on the Contractor.

7.0 APPENDIX

Appendix A – Responsibility & Accountability Matrix

Appendix A To SOP02 - HSE Responsibility & Accountability Matrix

| Responsibility & Accountability Matrix | | | | | | | | | | |
|---------------------------------------------------|------------------------------------------------|------------|-----------------------|-------------|--------------------|-------------------------|--------------------|-----------------|------------------|-------------------------------------|
| Key Process Functions | A - Accountable S - Support E - Execute | | | | | | | | | |
| | CEO | SMT | HSELQ Director | PMCM | Consultants | Project Managers | Contractors | Managers | Employees | HSE & Fire Safety Groups |
| HSE Leadership & Accountability | A | A | A | A | A | A | A | A | A | A |
| HSE & Fire Risk Management | S | S | S | A | A | S | E | S | S | E |
| HSE & Fire Training & Competencies | S | S | S | E | E | S | E | S | S | S |
| HSE & Fire Safety Programs and Targets | S | S | S | A | A | S | E | S | S | E |
| Environmental Programs | S | S | S | E | E | S | E | S | S | E |
| Health Prevention & Promotion | S | S | S | E | E | S | E | S | S | E |
| Safety Operation | S | S | S | S | S | S | S | S | S | E |
| Construction Safety | S | S | S | S | S | S | P | S | S | E |
| HSE Legal Requirements & Documentation | S | S | S | E | E | E | E | S | S | E |
| HSE Communication | S | S | S | E | E | S | E | S | S | S |
| HSE Incident Reporting & Investigation | S | S | S | S | S | S | E | S | S | E |
| Emergency Preparedness & Response | S | S | S | S | S | S | E | S | S | E |
| HSE Performance Measurement & Improvement | S | S | S | E | E | S | E | S | S | E |

