



Lusail Real Estate Development Company

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

STANDARD OPERATION PROCEDURE – COMMUNICATION & CONSULTING PROCEDURE

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COMPANY PROPRIETARY INFORMATION

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1.0 PURPOSE

This procedure describes the LREDC approach to ensure pertinent health, safety and environment (HSE) information is effectively disseminated and communicated to employees, contractors, stakeholders and other interested parties.

2.0 SCOPE

This procedure applies to all LREDC ' projects in the LREDC area, including joint ventures and similar partnerships managed by LREDC.

3.0 DEFINITION & ABBREVIATION

- **Bulletin Board** – LREDC HSE Notice board for disseminating HSE information within an office space
- **HESP** – Health, Safety, Environment Plan
- **LREDC Intranet** – Company Website
- **HSE** – Health, Safety and Environmental

4.0 REFERENCES

- LUS-HSE-SP2-420-001.0 Health, Safety, Environment & Fire Policy
- Qatar Construction Specifications 2010 – Section 11, para 1.1.4

5.0 RESPONSIBILITIES

The following personnel have responsibilities mentioned in this procedure:

5.1 OFFICE/PROJECT MANAGER

- The Office/Project Manager or designee ensures that safety awareness materials are posted in a highly visible location or distributed to office employees.

5.2 HSE REPRESENTATIVE

- At LREDC office locations, the HSE representative usually implements facility-wide awareness programs, which are supplemented as appropriate by individual offices. Develops the HSE Awareness Campaign for the office or sites.

5.3 HSE COMMITTEE

- Disseminates HSE information through project/office and provides a forum for consultation and discussion of HSE issues.

6.0 PROCEDURE

6.1. INTERNAL COMMUNICATION

The communication of relevant HSE related information among various levels and functions of LREDC may be done through inductions, bulletin boards, communication posters, behaviour observations, suggestion boxes, HSE newsletters, work team briefings, Project HSE meetings, team building meetings, non-LTI awards, milestone celebrations and feedback sheets. The choice of communication and consultation methods remains with the Office/Project Manager and may vary on a case by case basis.

6.1.1 INDUCTION

The LREDC HSE policies, objectives and values shall be communicated to all employees, sub-contractors and project visitors through Office/Project Inductions. These are generally conducted by the Project HSE Representative and are discussed in procedure **SOP09 – HSE Training**.

6.1.2 INTERNAL EMAILS

HSE messages from LREDC monthly Bulletins are an important part of every awareness campaign and are emailed to all employees on a monthly basis. Additional HSE messages are also communicated via email, as and when required from the HSELQ department or on mass from QD Corporate Communications department. 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 INTERNET

LREDC website has a dedicated HSE section that contains all relevant office/project based HSE information. All employees are made aware of this source of information and are afforded access to the server. There will be some limitations depending if you are a contractor, Lusail employee or otherwise. Each user will be given certain security restrictions to allow full or restricted depending on role within LREDC

6.1.4 BULLETIN BOARDS & POSTERS

Each bulletin board dedicated to health, safety and environment, to display posters and informational materials building is to have a HSE bulletin board or a substantial portion of the main office. In addition, field operations use banners, signs, and whiteboards as part of the program.

HSE bulletin boards can be used to include Safety, monthly awareness materials and procedures to report safety and environmental incidents and unsafe conditions. The bulletin boards can also contain industry HSE news, HSE committee minutes, training announcements, and performance measures (if applicable)

In addition, the signed HSE Policy will be displayed within the building or office area for all to see the management commitment and all employees' responsibilities.

6.1.5 PROJECT/OFFICE TEAM MEETINGS

In addition to daily (projects mainly) and weekly HSE meetings, projects must conduct additional training as necessary. Training may involve monthly, semi-annual, or annual HSE meetings. The entire project staff should meet periodically to review HSE procedures. Meetings can be scheduled to mark significant HSE milestones. During these meetings, Project/Office Managers, Sector Managers, and other senior leaders participate and discuss the importance of HSE to the company.

HSE team meetings provide a method for maintaining HSE awareness and providing HSE related information and training to employees. HSE meetings must be attended by all LREDC project-based personnel and should be held once a month (as a minimum).

The meeting notice is posted by the HSE Representative on the office/site HSE bulletin board, at least one week in advance. The HSE Representative shall ensure that the minutes of meeting are displayed on the site office safety notice board. All employees are encouraged to submit suggestions and topics for discussion to the HSE Representative at any time, as necessary.

A typical Meeting Sign in Sheet is provided in **Appendix A** and a typical Minutes of Meeting form is provided in **Appendix B**.

6.1.6 TOOL BOX/DISCUSSIONS

The Resident Engineer and/or Office/Project HSE Representative, may conduct regular tool box talks with their co-workers (Inspectors, Surveyors, Site Technician, Quantity Surveyor etc.), to review each day's work and to remind employees of the safe work procedures established for the day's tasks. Tool box talks are informal and brief, usually 10 to 15 minutes long, and all workers should participate. Resident Engineer and/or Office/Project HSE Representatives should always ask whether any Supervisory site staff members have questions before they are released into the work zone.

The Tool box talks are formally documented, including date, topics and attendees

SENIOR MANAGEMENT MEETINGS

Regular senior management meetings will raise HSE awareness amongst corporate level employees so that global HSE issues can be communicated and addressed.

6.2 EXTERNAL COMMUNICATION

External communication deals with any dissemination of information to non-LREDC employees, be it visitors, contractors, regulatory authorities or members of the public.

6.2.1 VISITORS

Visitors to LREDC offices will be made aware of the HSE Policy (which shall be on view and available as a handout upon request). All visitors to LREDC Projects shall receive a short HSE briefing on Project-specific HSE awareness, if it is intended that they go onto the worksite.

6.2.2 PROJECT CONTRACTOR/STAKEHOLDER KICK OFF

The Project Manager holds a pre-construction kick off meeting before construction on site commences. The meeting includes Client representatives, Contractor representatives, Project-Manager, Resident Engineer, Contract Administrator, and representatives from all work disciplines, including safety. The first agenda item shall be HSE, as one of the topics of discussion, including:

During the HSE portion, the meeting participants shall review the specific safety site/area, competent person(s) and site-specific safety plan requirements. In addition, the Project- Manager shall obtain a HSE point of contact and emergency management information.

6.2.3 PROJECT CONTRACTOR/STAKEHOLDER MEETINGS

All project meetings chaired by LREDC personnel of five or more people shall address safety as the initial topic of discussion. The chairperson of the meeting may present the safety topic or ask for a volunteer to open the discussion. In general, these “safety moments” are 5 minutes long and should be directly relevant to nature of work and environments which exist at site, whenever possible.

6.2.4 PROJECT CONTRACTOR/STAKEHOLDER HSE MEETINGS

Monthly HSE meetings shall be held with all project participants to review critical safety procedures, discuss safety accident/incidents, and acknowledge safety milestones, etc. The HSE Representative shall announce the time and schedule of these meetings, at least one week in advance.

6.2.5 COMPLAINT MANAGEMENT

Members of the public or other interested parties may make complaints or enquiries relating to the aspects of the HSE risks, with the complaint mechanism defined as follows:

- a) All complaints will be directed to the HSE Representative;
- b) All complaints will be acknowledged within 48 hours of receipt by the HSE Representative by contacting the complainant (by email);
- c) The HSE Representative and the Project or Office Manager will have the responsibility to check whether the complaint is valid, and will assign and dispatch an investigation team;
- d) The investigation tasks will be agreed, delegated by the investigation team;
- e) Remedial action recommended by the investigation team will be implemented and finalised
- f) Complainant will be contacted either by the HSE Representative or the Project or Office Manager and advised of the outcome on the investigation within one week, unless additional information or clarifications are needed; and
- g) All complaints will be recorded using the Complaint Register (**Appendix C**). that will list the following information:
 - i. Date that complaint was received;
 - ii. Complainant details (name, contact details, if appropriate);
 - iii. Detailed description of the complaint the person has made;
 - iv. Name of person who is or has responded to the complaint;

- v. Action taken to handle the complaint;
- vi. Outline of what has happened as a result of the complaint; and
- vii. Any action required as a result of the complaint. This may include a change to LREDC procedures and policies.

6.3 CONSULTATION

Consultation fosters co-operation and develops partnerships between employers, staff, contractors and other relevant stakeholders to ensure HSE is a prime factor in a Project or office/building area.

6.3.1 INTERNAL CONSULTATION

Consultation allows staff to raise concerns and influence decisions on the management of HSE within the company. It allows the joint identification of solutions to HSE issues and helps to develop a positive HSE culture. Areas where internal consultation may take place include:

- a) Throughout the risk management process, including when new work process, equipment or tools are being designed, purchased or modified. This will allow the thorough identification of hazards, an accurate assessment of the risk level and correct determination of adequate controls
- b) Occupational health issues, including what the provision for staff is and how effective it is;
- c) Appropriate involvement in HSE incident and accident investigations;
- d) During site visits with HSE Representative or Senior Management where HSE behavioural observations or issues may be raised;
- e) Representation on HSE matters, with employees informed about their participation arrangements, including who is their representative(s) on HSE matters; and
- f) In the development of HSE policies and objectives

6.3.2 PROJECT STAKEHOLDERS

LREDC shall ensure that, when appropriate, relevant external interested parties are consulted about pertinent HSE matters.

At the outset of the construction phase of large projects, it is important to meet with and establish a positive working relationship with regulators and building trades' representatives. Introductory meetings are a good way to explain the structure of LREDC ' management team, our HSE philosophy, and the SHEP. Early efforts to build consensus and support from all interested parties will set the tone for the project and demonstrate LREDC commitment to the SHEP management philosophy.

LREDC Project Managers must, however, ensure that client approve meetings between LREDC and regulatory agency personnel prior to contacting any potential participants.

7.0 APPENDIX

Appendix A	–	HSE MINUTES OF MEETNG FORM
Appendix B	–	HSE MEETING ATTENDANCE REGISTER
Appendix C	–	Complaints Register

Appendix A to SOP03 – HSE MINUTES OF MEETING FORM


HSE Minutes of Meeting Form

HSELQ DEPARTMENT

HSE Management

Time:	
Date:	
Reference #:	
Location:	
Subject:	
Prepared by:	

ATTENDEES		
Name	Company	Position

No.	Summary of Discussions	Action date	Action by
1.0			
1.1			
1.2			
2.0			
2.1			
2.2			
3.0			
3.1			
3.2			
3.3			
3.4			
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7.1			
8.0			
8.1			

Appendix B to SOP03 – HSE Meeting Attendance Register

HSE Meeting Attendance Register - Form

Subject of Meeting	
Location of Meeting	
Date of Meeting	

ATTENDEES

No	Name	Company	Designation	Email Address	Signature
1.					
2.					
3.					
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No	Name	Company	Designation	Email Address	Signature
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Appendix C to SOP03 - Complaints Register (Sample)

SI	Date	Personal Details	Nature and Detail of Complaint	Who Dealt With It	How It Was Dealt With	Outcome	Follow Up Required
01.	Date complaint is received	Name, contact details, if appropriate	A detailed description of the complaint the person has made	Name of person who is or has responded to the complaint	Action taken to handle the complaint	Outline of what has happened as a result of the complaint	Any action required as a result of the complaint. This may include a change to LREDC procedures and policies
02.							
03.							
04.							
05.							
06.							
07.							
08.							
09.							
10.							

