



# Contractor HSE Management

---

HSE MANAGEMENT SYSTEM

TQH-HSM-PR-2011  
REVISION 02, 30/9/2023

## TABLE OF CONTENT

Table of Content.....	1
List of Tables .....	1
List of Appendices.....	2
Document Revision History .....	3
1.0 Introduction.....	4
1.1 Scope .....	4
1.2 Legislations and Regulations .....	4
2.0 Abbreviations, Acronyms and Definitions.....	5
3.0 Establish Context – requirements.....	6
3.1 Contractor HSE Management Framework.....	6
3.2 Policy on Contractor HSE Management .....	6
3.3 Scope of Contractor’s HSE MS.....	8
3.4 Scope of Contractor’s HSE Plans.....	8
3.5 Contractor Registration.....	8
4.0 Planning and scope finalization.....	9
4.1 HSE Activities .....	9
5.0 Sourcing period.....	10
5.1 HSE Objectives.....	10
5.2 HSE Activities .....	10
6.0 Bid HSE Evaluation and Contract Award .....	10
6.1 HSE Objectives.....	10
6.2 HSE Activities .....	11
7.0 Mobilization.....	11
7.1 HSE Objectives.....	11
7.2 HSE Activities .....	12
8.0 Execution .....	12
8.1 HSE Objectives.....	12
8.2 HSE Activities .....	13
9.0 demobilization.....	13
9.1 HSE Objectives.....	13
9.2 HSE Activities .....	13
10.0 Close-out.....	14
11.0 Training Requirements.....	14
12.0 Audit and Inspection .....	14
13.0 Reporting Requirements.....	14
13.1 OSHAD Registration .....	14
13.2 Incident reporting.....	15

## LIST OF TABLES

Table 1: List of Legislative and Regulatory Requirements and References.....	4
--	---

---

Table 2: List of Abbreviations, Acronyms and Definitions .....	5
--	---

## LIST OF APPENDICES

Appendix 1: Contractor HSE Management – Key Pillars.....	16
Appendix 2: Contractor’s HSE Plan - Guideline.....	17
Appendix 3: HSE Technical Evaluation and Process Flowchart .....	19
Appendix 4: HSE Point System .....	21
Appendix 5: MS-TRA Review Process .....	23
Appendix 6: PHSER Process.....	24

## DOCUMENT REVISION HISTORY

Date	Revision	Status	Prepared	Checked	Approved
31.01.2021	01	Revision	HSEQ	HSEQ	COO
30.09.2023	02	Revamped the entire procedure	HSEQ	HSEQ	COO

## DOCUMENT CONTROL

This document is classified as a "Controlled" document and may contain proprietary information belonging to National Central Cooling Company PJSC (Tabreed). This document is intended for use only by those to whom it has been issued and for the specific purpose permitted and anticipated by Tabreed.

This document has been issued by the approval of the Tabreed's Chief Operating Officer (COO). The document is available on Tabreed's SharePoint. Request to obtain this document must be in writing to Vice President (VP), Tabreed Health, Safety, Environment, and Quality (HSEQ) Department.

No part of this document, nor any information or descriptive matter within it, may be disclosed, loaned, reproduced, copied, photocopied, translated, or reduced to any electronic medium or machine-readable form or used for any purpose whatsoever without the written permission of or according to the mutual agreement with Tabreed.

No revision, deletion or amendment of any kind is permitted without seeking prior authorization. If needed and strictly for the purpose of use at Tabreed premises only, photocopies may be made. However, such photocopies must be destroyed after the intended use.

If it is anticipated that this document requires change in accordance with the Management of Change (MOC) procedure, then such requests shall be directed to the VP HSEQ.

## 1.0 INTRODUCTION

This document describes the minimum requirements Tabreed has for Suppliers (contractors / sub-contractors, vendors, etc.) in respect of compliance to health, safety, and environment (HSE). It identifies and describes the activities associated with the Management of Contractor HSE within the formal framework of a contract, both prior to and after award.

**Note:** Although the word 'contractor' is used in the title of as well as throughout this document, the requirements set forth herein are applicable to all types of 'suppliers', as appropriate.

## 1.1 Scope

This document is applicable to Health, Safety, and Environmental aspects for all types and forms of contract services at Tabreed facilities (head office, plants, and project sites, etc.).

All requirements set out in this document are mandatory for all personnel working for Tabreed and its contractors. It is the responsibility of relevant Tabreed departments (e.g., Projects, O&M, HSEQ, Supply Management) to ensure:

- Contractors fully understand, comply, and implement these requirements.
- Implementation of these requirements at Tabreed facilities through continuous monitoring.

Any deviation requests shall be formally raised and decided upon by Tabreed Management.

## 1.2 Legislations and Regulations

Tabreed and Contractors shall ensure that their activities always comply with all relevant Federal and local laws and regulations.

Table 1: List of Legislative and Regulatory Requirements and References

Requirement/ Source	Title
UAE Federal Law	UAE Federal Law No. (8), for 1980: Regulation of Labour Relations and its Amendments Chapter V: Safety, Protection, and the Health and Social Care of the Employees; Article (91)
	Federal Law No. (24), of 1999: Protection and Development of the Environment
	Ministerial Decree No. (37) of 2001: Regulation concerning Handling Hazardous Materials, Hazardous Wastes and Medical Wastes
	Ministerial Order No. (37/2), 1982. Establishing the level of medical attention the employer is obliged to provide to his workers.
	UAE Ministerial Order No. (32), 1982. Specifying Preventive Methods and Measures for Protecting Workers against Work Hazards.
Competent Authority	Reference
OSHAD SF	TG 3.0: Management of Contractors, July 2016
	COP 53.1: OHS Construction Management Plan, May 2018
Dubai Municipality	Code of Construction Safety Practice

## 2.0 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Table 2: List of Abbreviations, Acronyms and Definitions

Abbreviation/ Acronym	Stands for
EIA	Environmental Impact Assessment
EPC	Engineering, Procurement, and Construction
HSEQ	Health, Safety, Environment, and Quality
HSE MS	Health, Safety, and Environment Management System
ITT	Invitation to Tender
MS (or MOS)	Method Statement
OSHA	Occupational Safety and Health Administration (USA)
OSHAD	Occupational Safety and Health Centre Abu Dhabi
PHSER	Project Health, Safety, and Environment Review
PPE	Personal Protective Equipment
PSSR	Pre-Startup Safety Review
RFQ	Request for Quotation - A market enquiry prepared by Procurement Unit and issued to Bidders to bid for goods
RFT	Request for Tender - A market enquiry prepared by Procurement Unit and issued to Bidders to bid for services
SCOW	Scope of Work
SIMOPS	Simultaneous Operations
SRA	Sector Regulatory Authority
TRA	Task Risk Assessment

Term	Definition
Bidder	An entity that submits the Bid in response to an RFQ or RFT or any other form of invitation extended by Tabreed.
Contractor	A party to a Contract with Tabreed for the provision of service and performance of works.
Procurement	Term used to cover the whole cycle of activities, which need to be performed to acquire and deliver to a user an item of material or a service, from conception of the need through design, purchasing, storage and delivery to ultimate disposal
Subcontractor	Any official business establishment engaged by the Contractor
Supplier	This generic term covers contractor/sub-contractor, vendor, manufacturer, consultant, service provider, etc.
Tender	An invitation to Bid extended by Tabreed including an RFT or RFQ

### 3.0 ESTABLISH CONTEXT – REQUIREMENTS

During its operations and for specific duties, tasks, or jobs, Tabreed relies on outside help and employs Contractors or Sub-Contractors. To ensure continued compliance to Tabreed's HSE MS, Contractors and Sub-Contractors are required to either have their own HSE MS established or to follow Tabreed's lead in ensuring safety at the various work sites.

Under this context, Tabreed shall:

- Define the minimum HSE objectives to be met at each stage of a contractor engagement.
- Set guidelines for proactive management of Contractor HSE.
- Describe a planned approach to Contractor HSE Management that will ensure a continual improvement in HSE performance for all Contractor activities and facilities.
- Describe the roles and responsibilities of key personnel in Contractor HSE Management.
- Set means to monitor the implementation of HSE requirements; and
- Provide prescribed means to rectify contractor's HSE non-compliances or in extreme cases exercise intervention and stop the work if required.

### 3.1 Contractor HSE Management Framework

Tabreed's Contractor Management Framework is depicted under Plan-Do-Check-Act (P-D-C-A) below and explained in the subsequent subsections. Specific objectives, mandatory requirements for each phase are stated and associated appendices provide guidance for implementation at each contracting phase.

The framework also refers to the three Key Pillars of Contractor HSE Management (i.e., Engagement, Deployment, and Assessment) which are further elaborated in Appendix 1.

### 3.2 Policy on Contractor HSE Management

Tabreed Management shall:

- Place a continuing emphasis on the management of HSE compliance implemented by contractors working in its premises, in order to ensure that all reasonable and practicable controls are provided to protect personnel, asset, the environment in accordance with applicable policies, statutory legislation and the rules and regulations enforced by Tabreed.
- Ensure that contractors establish an HSE Management System that:
  - Is conversant with the risks associated with their activities and joint operations.
  - Will establish the appropriate levels of control and assessment required at different stages as per contract agreement, i.e., pre-qualification, terms and conditions and work procedures.
  - Is fully consistent with Federal/Local legislation and internationally recognized industry standards.
- Ensure that contractors establish effective HSE plans/programs with clear performance targets to control losses and protect assets and environment.
- Ensure contractors' HSE standards and performance to be equivalent to theirs or better.
- Communicate openly with contractors and encourage them to participate actively on HSE issues while performing contractual activities.
- Ensure proper mutual interfacing in the context of related operations.
- Ensure that an auditing system is in place for contractors, to maximize quantitative measurements towards a holistic implementation of HSE compliance and successful achievement of HSE objectives.

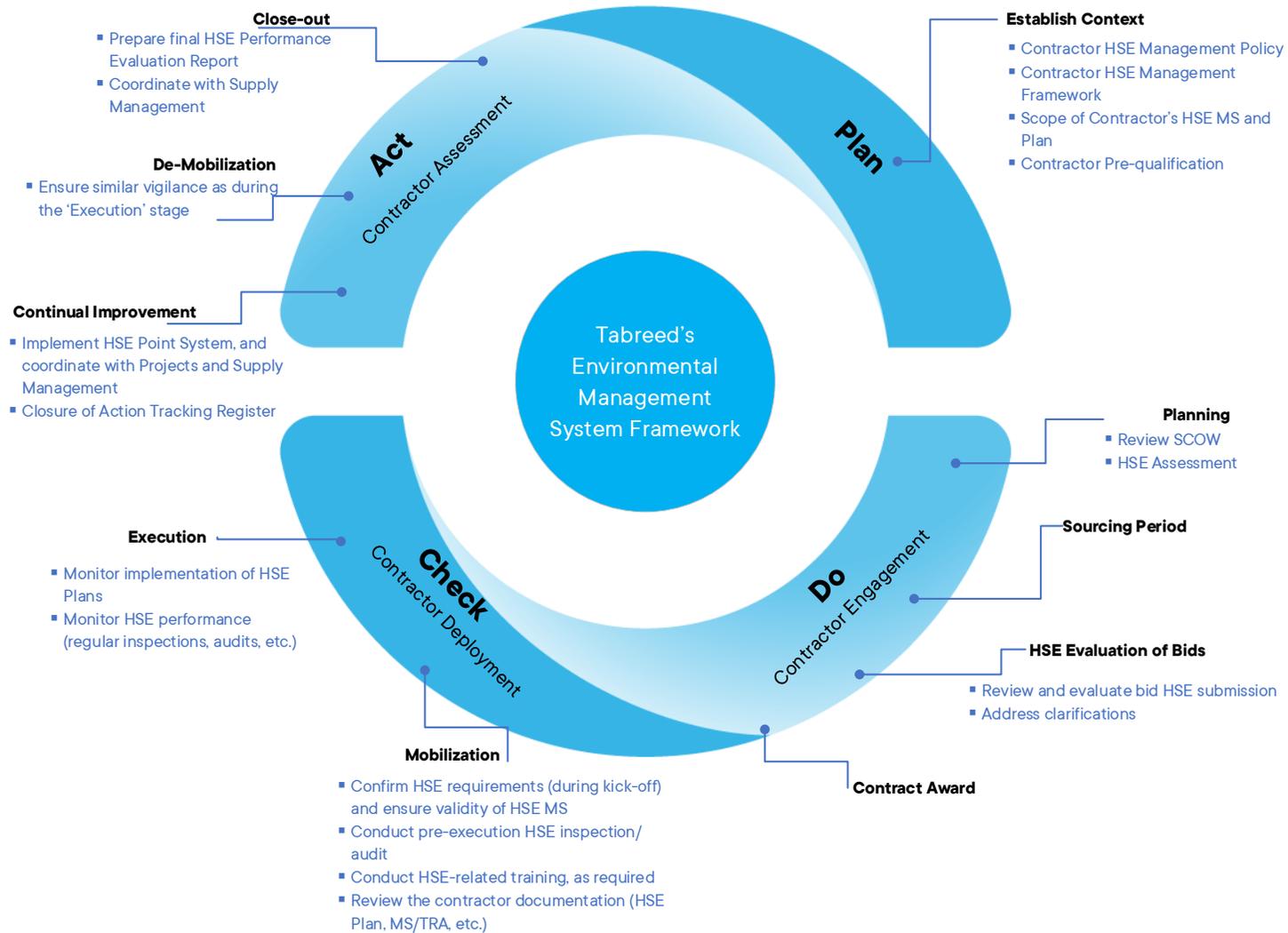


Figure 1: Various Stages of Contractor HSE Management under P-D-C-A

### 3.3 Scope of Contractor's HSE MS

Before a contract is awarded and where applicable, a Contractor shall present a sound HSE Management System (HSE MS):

- To demonstrate that they have the necessary organization, values, leadership, culture, resources, capability, communication etc., to undertake the scope of work in a safe, sustainable, and responsible manner, and to identify and mitigate all the associated risks.
- That must be aligned with international standard (and hence validated by relevant standards such as ISO45001 / ISO14001, preferred but not compulsory) while meeting Tabreed's HSE requirements. **Note:** Where a Contractor intends to subcontract, the Contractor shall repeat the similar requirements as set forth to them by Tabreed.
- That is sufficient to provide adequate controls and barriers for the risk profile of the project and work being carried out.
- To enable the Contractor to manage HSE on a job-by-job basis. For example, the Contractor shall be able to make hazard identification and risk assessment, apply and enforce controls to manage residual HSE risks and effects, apply local HSE legislation correctly, respond effectively to emergency situations, etc.

#### 3.3.1 Bidding or Interfacing Documentation

Tabreed might require certain bridging/interface documents if the Contractor intends to conduct all or part of the scope of work using its own HSE MS but it did not either cover certain Tabreed requirement or was in conflict with an existing requirement.

The HSE interface information shall provide a list of the Contractor's specific HSE policies, processes, and practices that the Contractor proposes to follow during the project activities. The benefit of this approach is to allow the Contractor's staff to follow their own HSE MS and associated processes and practices without having to change their approach to work with contract changes.

### 3.4 Scope of Contractor's HSE Plans

Where applicable, Contractor shall submit preliminary HSE plan as part of the tender and detailed and updated plan after the award of contract but before the execution, which shall be subject to review and approval by Tabreed within the timeline specified in the contract and prior to mobilization approval being granted. The HSE plan must be customized as per the scope of the contract with which the contractor shall comply as part of their contractual obligations.

The HSE Plan shall at least demonstrate how:

- The Contractor and Subcontractor (where applicable) has an effective HSE MS applicable to the specific work contracted, that is appropriate to the complexity and the phase of the contract execution.
- Hazards related to occupational health and safety, environmental, and security associated with the contracted work have been identified, associated risks assessed, and relevant controls acknowledged that will be implemented to bring the risks to As Low As Reasonably Practicable (ALARP) or below, where and as required.
- The responsibilities for the execution and maintenance of all controls relating to the contracted work are assigned to specific, named persons throughout the life cycle of the contract.

Contractors shall ensure that their HSE plans are in line with Tabreed requirements. A guideline is provided in Appendix 2 on a typical Contractor's HSE Plan. Those who are exempt from 'Bid HSE Evaluation' (e.g., minor contractors or distant consultant) may not have to submit the HSE Plan – refer to Section 6.2.1 and 'HSE Technical Evaluation Matrix'.

### 3.5 Contractor Registration

Tabreed Supply Management stipulate requirements for pre-qualification of contractors for various services and activities. In addition to their technical capabilities and commercial aspects, the pre-

qualification process shall evaluate the HSE capabilities of the contractors, which shall be conducted by HSE professionals only.

Typically, potential bidders are chosen from this pre-qualified list of contractors. However, new candidates may be included in the list ensuring they can demonstrate proof of satisfactory HSE documentation and performance.

Such contractors should successfully complete pre-qualification questionnaire along with supporting evidence including, but not limited to:

- HSE or IMS Policy.
- I/HSE MS Manual and relevant certification or registration with local OH&S (e.g., OSHAD) and environmental authorities (e.g., EAD)
- HSE Organization Chart.
- Satisfactory HSE statistics and records (at least past 3 years).
- HSE Risk / EIA Registers.
- Licenses, certificates, and trade qualifications (as applicable to the work).
- PPE, Tools, Plant, and equipment registrations/maintenance records.

## 4.0 PLANNING AND SCOPE FINALIZATION

The contract scope of works is prepared by the Projects department and presented in the Technical Review Committee (TRC) meeting which includes HSE technical review prior to the scope finalization.

### 4.1 HSE Activities

As part of the HSE impacts of the scope, the technical review may include some or all of the following requirements.

- Schedule and execution strategy:
  - Project activities and personnel involved.
  - Location of site(s) / workplace.
  - Timing and sequence.
  - Plant, equipment, materials, and consumables to be used.
- Confirm the suitability of the contract scope, schedule, and strategy against HSE defined requirements.
- Identify with support from Projects Dept. the following, as applicable:
  - HSE laws and regulations and Tabreed's standards and procedures.
  - HSE project organization and interfaces including communication protocols, and define supervision requirements, roles, and responsibilities.
  - Areas where critical time schedules and resource limitations may warrant additional attention to HSE requirements.
- Identify training requirements for Tabreed and contractors – this should be duly discussed and scheduled once the contract is awarded.
- Initial risk assessment, which might stipulate additional risk studies (PHSER, PSSR, GTRAs, dynamic risk assessment, etc.) during the project. The result of such an assessment will be duly communicated to the Projects. For example, in case if a PHSER (see Appendix 6) is required, support from both Projects and O&M will be essential.

## 5.0 SOURCING PERIOD

### 5.1 HSE Objectives

Contractor	Tabreed
<ul style="list-style-type: none"> <li>• Contractor's preparation of their HSE plan in accordance with the framework provided by Tabreed.</li> <li>• Submit technical queries, if any.</li> <li>• Be available for required site visits.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Contract HSE Specifications of the Contract (Appendix 2).</li> <li>• Respond to HSE-related queries.</li> <li>• Apply the HSE bid evaluation criteria and incorporate into the RFP package – Supply Management Dept.</li> </ul>

### 5.2 HSE Activities

#### 5.2.1 Define Contract HSE Specifications

The Contract HSE Specification shall include as a minimum the following:

- Define the scope of the HSE Plan and in particular the hazards to be addressed.
- Identify relevant Laws & Regulations, HSE requirements and procedures that will be applicable to the contract.
- Define Tabreed and Contractor interfaces and supervision strategy.
- Identify and schedule training requirements, if any.
- Determine the minimum mobilization HSE requirements.

#### 5.2.2 Contractor's Preparation of HSE Plan

The HSE plan must cover all contract phases from mobilization to demobilization. The contractor should:

- Develop their own hazard assessment of the work described for the contract.
  - Define their execution proposals.
  - Demonstrate familiarity with the type of work involved.
  - Confirm their understanding that Tabreed's standards and guidelines represent minimum standards.
- Additionally,
- Demonstrate that they have sufficient resources to implement the HSE plan. Confirm all HSE-related costs are included in the bid.

Overall, the Contractor's ability to deliver the scope of work while managing the risks, based on an effective HSE Plan (including any bridging or interface requirements) should be clear.

#### 5.2.3 Dealing with Contractor's Clarifications

- Tabreed's responses to the contractor's HSE clarification requests.
- Ensure copies of queries and replies should be circulated to all contractors.
- In line with SM Dept.'s 'Supplier Communication Protocols', a pre-award meeting with each potential Contractor may be used to clarify and further assess the suitability of the Contractors' HSE Plan and associated documentation.

## 6.0 BID HSE EVALUATION AND CONTRACT AWARD

### 6.1 HSE Objectives

Contractor	Tabreed

<ul style="list-style-type: none"> <li>• Be familiar with Tabreed’s requirements on Contractor HSE and Risk Management – for example, PHSER, PSSR, and Point System.</li> <li>• Be familiar with federal/local regulatory HSE requirements – e.g., registration with OSHAD, and comply as applicable.</li> <li>• Revise and re-submit the HSE plan, if required.</li> <li>• Prepare response on HSE evaluation with supporting evidence.</li> <li>• Address clarifications from Tabreed/HSEQ.</li> <li>• Report and maintain records of HSE performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate contractor’s HSE plan.</li> <li>• Clarify each contractor's HSE plan where necessary and record all clarifications for inclusion in contract.</li> <li>• Evaluate and provide rating and comparison of HSE aspects, including previous HSE performance, in the bids to determine acceptability on HSE requirements.</li> </ul>
---	--

## 6.2 HSE Activities

The following key HSE activities shall be carried out during the Bid Evaluation and Contract Award phase:

- Evaluate thoroughly each Contractor's submissions against the set criteria and Tabreed requirements.
- Supply Management → Circulate copies of all queries and replies to all bidders/Contractors.
- Supply Management → Record all the associated clarification meetings.
- Evaluate and provide rating and comparison of HSE aspects in the bids to determine acceptability on HSE requirements.
- Conduct site visits and facility audits (as deemed necessary).

HSE evaluation of bids shall be conducted using the HSEQ’s Bid HSE Evaluation sheet (Appendix 3) with due consideration to the scope of work and applicable elements. HSE Evaluation is mandatory for the applicable contracts and is based on Pass/Fail Criteria.

In view of HSE criticality, Tabreed shall ensure that only competent personnel are engaged by the contractor. Once the contract award has been made, joint meetings shall be held as soon as possible for contractor to present their HSE execution strategy.

### 6.2.1 Contract HSE Assessment

A structured, formal HSE assessment shall be developed for each type of contract (EPC, consultancy, supplier, etc.) – see Appendix 3: HSE Technical Evaluation and Process Flowchart. The minimum score required depends on the type of service provider – refer to the detailed excel sheet ‘HSE Technical Evaluation Matrix’.

Depending on the scope of work, HSEQ shall assess the contract and with reference to the following categories determine whether HSE evaluation is mandatory or exempt. The prime reference for identification of applicability shall be the scope of work.

Exempt from Bid HSE Evaluation	Requires Bid HSE Evaluation
<ul style="list-style-type: none"> <li>• The Contractor does not carry out any work activities within Tabreed controlled sites.</li> <li>• All activities for the contract are completed remotely and then the deliverable is provided to Tabreed for approval.</li> <li>• Consultancy Services, Engineering Studies, IT related services.</li> </ul>	<ul style="list-style-type: none"> <li>• The activities are performed by the Contractor within Tabreed controlled sites.</li> <li>• The activities have one or more significant HSE risks (risk level is based upon actual activities to be performed within the contract).</li> </ul>

## 7.0 MOBILIZATION

### 7.1 HSE Objectives

Contractor	Tabreed
------------	---------

<ul style="list-style-type: none"> <li>• Commence mobilization</li> <li>• Fulfil pre-execution milestone requirements</li> <li>• Prepare detailed EIA and submit to the relevant regulatory authority for approval, as required by Tabreed and stipulated in HSE MS procedure on Environmental Management.</li> <li>• Apply for and obtain environmental permit and/or clearance as required by the relevant regulatory authority. <b>Note:</b> This might be done towards the end of the project.</li> <li>• Commence any training required by the scope of work or recommended by Tabreed</li> </ul>	<ul style="list-style-type: none"> <li>• Hold kick-off meeting jointly between Tabreed (HSEQ, Projects) and Contractor</li> <li>• Review the Contractor's HSE Plan and help finalize</li> <li>• Commence induction</li> <li>• Supervise, inspect, and monitor progress.</li> <li>• Conduct HSE inspection / mobilization audit (as required) of the site and equipment and to ensure sound implementation of Contractor's HSE MS – refer to Tabreed's 'Pre-mobilization Safety Checklist'.</li> </ul>
--	---

## 7.2 HSE Activities

- **Kick-off meetings** should include discussion on all items listed in Appendix 3 – such as:
  - Confirmations on HSE plan to be implemented, Contractor employees' HSE competence, distribution, and explanation of Tabreed IMS Policy, values and ethics, basic HSE rules and work procedures.
  - Tabreed and contractor contingency plans, including contact with third parties to ensure their role in emergency response plans is known.
  - Briefing of subcontractors on HSE requirements.
  - Incident reporting and investigation procedures.
  - Check of physical equipment, e.g., PPE.
  - Discussion on HSE Point system
  - Tabreed Life Saving Rules (LSR) and Behavioral-based Safety requirements
  - Understanding of contractor's Method Statement and Risk assessment documentation
  - Site safety, security, welfare, and medical facility arrangements
- **Mobilization:** Tabreed begins supervising, monitoring, inspecting, and auditing, and contractor ensures staff deployment, implements training, and finalizes the HSE plan.
- **Pre-mobilization Site Safety Assessment:** This is conducted using the following checklists that are available with HSEQ Department:
  - Pre-Mobilization Safety Checklist (Project Sites).
  - Pre-Mobilization Safety Checklist (Temporary Installations).

## 8.0 EXECUTION

### 8.1 HSE Objectives

Contractor	Tabreed
<ul style="list-style-type: none"> <li>• Reinforcement of the HSE commitments as defined in the contractor's HSE plan.</li> <li>• Monitoring of the reliability, condition, maintenance, and integrity of machinery, equipment, and tools.</li> <li>• Compliance with PTW system.</li> <li>• Emergency and contingency plan readiness and drills including use of fire-fighting equipment and first aid.</li> <li>• Employee HSE awareness and demonstrated use of safe work practices, including correct use of PPE.</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly assess contractor's performance and implementation of HSE Plan using 'HSE Plan Checklist – Contractor'. The deviations should be duly communicated to the contractor and follow-up made. Also, such deviations could be subjected to black points.</li> <li>• Ensure Contractor's compliance with legal requirements in coordination with relevant Tabreed department (Projects, O&amp;M, etc.)</li> </ul>

<p><b>Note:</b> Any deviations from the HSE plan must be formally assessed and approved by Tabreed.</p>	
---	--

## 8.2 HSE Activities

Contractor	Tabreed
<ul style="list-style-type: none"> <li>• Provision of training as needed for specific contractor employees.</li> <li>• Daily toolbox/risk assessment meetings and regular HSE meetings (minimum-weekly) including representative from Tabreed.</li> <li>• Implement exercises and drills of contingency plans using an effective audit trail, including follow-up and close-out of action items.</li> <li>• As stipulated in the HSE Plan, depending on the circumstances and nature of work, and/or as required by Tabreed:                         <ul style="list-style-type: none"> <li>○ HSE representative must always be present at the site.</li> <li>○ A representative from line management must ensure Company's HSE obligations, according to the contract.</li> </ul> </li> <li>• Report HSE performance data and incident reports to OSHAD through their respective Sector Regulatory Authority (SRA) and to Tabreed on monthly basis; also include hazards, near miss, and imminent danger occurrences to Tabreed.</li> <li>• Duly provide appropriate Method Statement and TRA documents for all high/medium risk activities and all other activities required by Tabreed Projects / O&amp;M and HSEQ departments.</li> <li>• Ensure that all personnel engaged are competent and medically fit for the job to be undertaken.</li> <li>• Prompt provision of resources and advice for HSE matters without cutting corners.</li> <li>• Participate in PHSER / PSSR studies, as required.</li> <li>• Contractors may include HSE incentive schemes to continuously motivate the workforce on HSE compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor contractor's incident investigation and follow-up on reports and recommendations.</li> <li>• Conduct HSE inspections, audits, and reviews of the contractor's activities (including contractor's internal HSE control system).</li> <li>• Recommend measures to improve HSE performance and provide the necessary guidance.</li> <li>• Implement HSE Point System (black/white points) – see Appendix 4.</li> <li>• Regular and surveillance/pop site visits.</li> <li>• Where required, exercise the right to curtail or suspend work for HSE non-compliance, such as absence or lack of adequate HSE coverage at the site.</li> <li>• Assess and confirm Contractor's reporting to OSHAD.</li> <li>• Review the Method Statement and TRA documents submitted by the Contractor through Tabreed Projects / O&amp;M departments – see Appendix 5 to understand MS-TRA review process.</li> <li>• Approve TRA in reference with the submitted Method Statement. Also, ascertain that the 'Custodian of the Facility' (O&amp;M / Projects) have carefully reviewed and approved the Method Statement.</li> <li>• Monitor competence assurance and training by contractor. May require assessing Contractor's recruitment criteria.</li> <li>• Where required, train contractor's personnel to Tabreed's HSE requirements, such as PTW.</li> <li>• If required, conduct PHSER / PSSR studies</li> </ul>

## 9.0 DEMOBILIZATION

### 9.1 HSE Objectives

The HSE objectives at this phase are to ensure that the Site is restored, without any pending tasks or structures that might pose hazards.

### 9.2 HSE Activities

The HSE-related activities in this phase are:

Contractor led:

- Risk assessment of demobilization activities.
- Ensure demobilization activities are completed in line with the HSE Plan.
- Waste management and disposal are applied, according to Tabreed's requirements.

Tabreed led:

- Continuous monitoring of compliance to HSE and Welfare requirements.
- Close-out of all outstanding HSE actions and NCR in coordination with Contractor and Tabreed

projects. Tabreed Projects will be kept updated about the progress on such closures.

## 10.0 CLOSE-OUT

A close-out report should be prepared by the respective department (e.g., Projects) and provide a summary of the contract and work. It should include a conclusion, addressing the following:

- The effectiveness of the contractor's HSE plan.
- The areas unanticipated in the plan, how they were overcome and the future approach to be taken.
- Successful positive aspects that should be used in the future.
- A concise analysis of Tabreed's and the contractor's HSE performance, for discussion with the contractor's management for means of improvement.
- Input information on the contractor for Tabreed's bid list, to identify actions needed in assessments for future tenders.

The HSE close-out data should be recorded and fed back into the Register of Approved Contractors. A formal record of HSE performance (e.g., black points issued) should be kept on each contractor and discussed with Supply Management, including possibilities of blacklisting for future bids in case of substandard performance. The Supply Management should give due consideration to HSEQ's recommendations.

## 11.0 TRAINING REQUIREMENTS

The following are only recommended / optional training options:

Awareness on this procedure 'Contractor HSE Management'	For Tabreed / contractor personnel, as required
Contractor HSE Management	External training for Tabreed HSEQ, O&M and Projects personnel, as required and for continual enhancement of knowledge

## 12.0 AUDIT AND INSPECTION

The audit of contractor activities as part of the 'Contractor Assessment' pillar is conducted by HSEQ department at all Tabreed's major project sites on regular basis and throughout the course of the project.

In addition to the audits, regular inspections are conducted using the Safety Walk Inspection checklist.

## 13.0 REPORTING REQUIREMENTS

### 13.1 OSHAD Registration

Where applicable, it is mandatory for all contractors / suppliers working at Tabreed project sites or plants to possess valid OSHAD registration. Few points should be noted in this regard:

- DOE shall perform the Sector Regulatory Authority (SRA) Audits/inspections on all Tabreed sites to ensure the implementation of OSH regulations set by OSHAD SF and DOE's specific requirements.
- During the DOE's audit/inspection, citations/fines may be issued based on their findings. If a contractor is not registered with OSHAD, then these fines will be borne by Tabreed.

#### 13.1.1 Suppliers Already Registered

If an organization is already registered with OSHAD, they must submit a copy of relevant documentation and registration acknowledgment to Tabreed.

### 13.1.2 Suppliers not Registered with OSHAD

For all applicable suppliers who are not registered, Tabreed advises initiating the registration process with the relevant SRA under OSHAD as soon as possible.

As of 2023, Tabreed will be required to work exclusively with suppliers who possess a valid OSHAD registration. This decision aligns with our commitment to maintaining the highest standards of safety and compliance across all our partners. Failure to comply with the authority's requirements will result in the suspension of supplier registration status with Tabreed and its affiliates.

### 13.2 Incident reporting

All contractors registered in Al Adaa System should report any incident to their concerned SRA (e.g., AD Municipality) and copy Tabreed for information.

**Note:** If a contractor is not registered with OSHAD, then Tabreed will not only report the incident but also be held responsible for any consequences.

Refer to Tabreed HSE MS procedure on 'Incident Reporting and Investigation' for further information.

Appendix 1: Contractor HSE Management – Key Pillars

Three Key Pillars of Contractor HSE Management (C-EDA)	Objective	Key Issue(s)	Key Approach(es)
<p><b>Contractor Engagement (C-E)</b></p> <ul style="list-style-type: none"> <li>○ Prequalification</li> <li>○ Selection (bidding process)</li> </ul>	<p>Engage competent contractors qualified for the job</p>	<ul style="list-style-type: none"> <li>○ Lack of process / criteria to authenticate the submitted contractor documentation</li> </ul>	<ul style="list-style-type: none"> <li>○ Thorough process to vet contractors (HSE technical evaluation – pre/post project)</li> <li>○ Fully integrated with key stakeholders (e.g., Supply Management, Projects)</li> </ul>
<p><b>Contractor Deployment (C-D)</b></p> <ul style="list-style-type: none"> <li>○ Implementation of HSE MS requirements on Contractor Management</li> </ul>	<p>Ensure compliance with Federal/local regulations/guidelines, company procedures, best practices, etc.)</p>	<ul style="list-style-type: none"> <li>○ Contractor’s non-compliance with documentation submitted during bidding stage</li> <li>○ Contractor’s workforce lacks competency / commitment</li> <li>○ Company’s own workforce / HSE persons are not competent or manifest professionalism</li> </ul>	<ul style="list-style-type: none"> <li>○ Continuous interaction between contractor’s and company’s HSE persons</li> <li>○ Establish on-site HSE protocols</li> <li>○ Review of ongoing documents (MS, TRA, etc.)</li> <li>○ Providing or arranging for essential training</li> </ul>
<p><b>Contractor Assessment (C-A)</b></p> <ul style="list-style-type: none"> <li>○ Audits, Inspections, etc.</li> <li>○ Risk Management Approach (e.g., PHSER)</li> </ul>	<ul style="list-style-type: none"> <li>○ Ensure continual improvement, successful completion</li> <li>○ Assess contractor’s reengagement</li> </ul>	<ul style="list-style-type: none"> <li>○ Lack/absence of continuous HSE surveillance</li> <li>○ Criteria to quantify Contractor’s performance</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>○ HSE Point System (black/white) through the course of the project</li> <li>○ HSE remarks in the project closeout report</li> </ul>



## Appendix 2: Contractor's HSE Plan - Guideline

The following outline of the HSE Plan contents is provided as a guide. Sections 1 to 4 are a minimum requirement for the Plan, so 100% compliance is required. There may be some variation in section no. 5 depending on the condition of the project and the scope of the work.

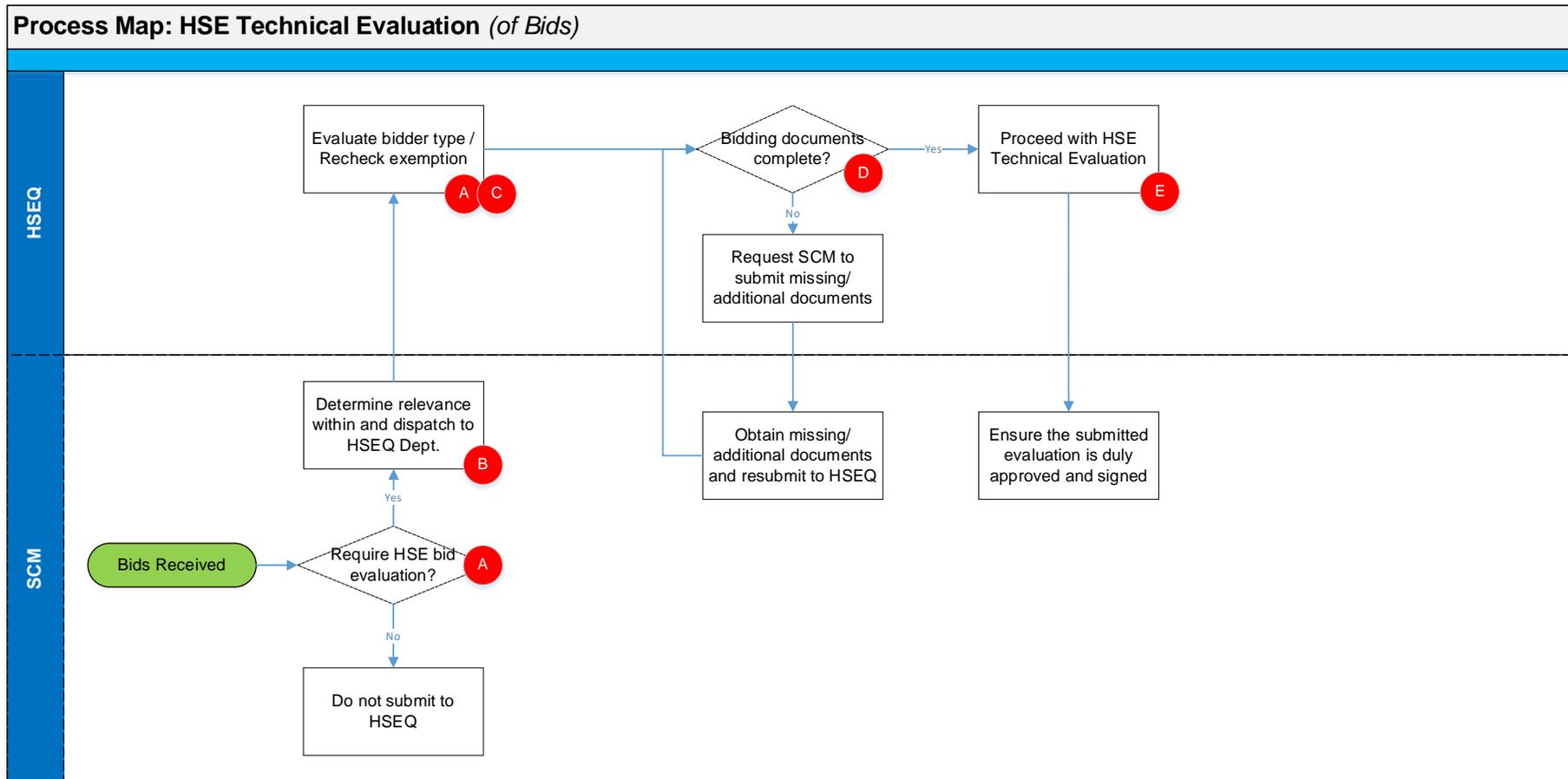
<b>Section 1: Project Details</b>	
1.1	Name/title of the project or industry mentioned?
1.2	Name and contact information of Client, Consultant, Principal contractor, Sub contractor and other relevant personnel mentioned?
1.3	Occupational Safety and Health Abu Dhabi (OSHAD) Registration Number.
1.4	Proposed list of sub-contractors is attached?
<b>Section 2: Document Control</b>	
2.1	Does this section contain initial issue date of the HSE plan?
2.2	A record of ongoing issue?
2.3	Documentation and data control procedure included?
2.4	Mechanism to record the persons who have been briefed on the plan?
2.5	Does it contain distribution list?
<b>Section 3: Project EHS Management</b>	
3.1	Project Location
3.2	Project Scope of work
3.3	Project Schedules and Milestones
3.4	Proposed list of sub-contractors is attached?
<b>Section 4: Top-Tier Information</b>	
4.1	HSE Policy and Management
4.2	Organizational Organogram; HSE Organogram; Roles and Responsibilities
4.3	HSE Legal Requirements
4.4	Management of sub-contractors
4.5	HSE Risk Management Procedures
4.6	Training, Competence, and Awareness – tracking and verification (e.g., certification)
4.7	Incidents Management – reporting and investigation
4.8	Consultation and Communication
4.9	Monitoring, Inspection and Auditing
4.10	Coordination meetings and performance review expectations
<b>Section 5: Project Specific Information</b>	
5.1	Site Security Plan and Access Control
5.2	Project Permit to Work Procedures
5.3	Traffic Management Plan
5.4	Material Storage Plan
5.5	Identification and Management of Asbestos and other Hazardous Materials / Substances
5.6	Site Safety Rules
5.7	Emergency Management Plan (Including First Aid)
5.8	Manual Handling Operations
5.9	Working at Height/Roofs
5.10	CMP Review and Update
5.11	Project Close out Report
5.12	Fixed and Temporary Electrical Installations
5.13	Personal Protective Equipment
5.14	Plant and Equipment

---

5.15	Non-destructive Testing (NDT) of all relevant equipment and associated certification
5.16	Housekeeping Arrangements/Slip, Trip & fall
5.17	Lifting Equipment and Lifting Operations
5.18	Welfare and Site Accommodation
5.19	Scaffolds and Ladders
5.20	Cantilevers and Platforms
5.21	Formworks and Structures
5.22	Excavations and Trenches/Existing Services
5.23	Confined Spaces
5.24	Demolition and Decommissioning
5.25	Piling – process, hazard identification, and risk management
5.26	Electrical and Gas Welding/Gas Cutting
5.27	Working over or Adjacent to Water
5.28	Portable Tools Certification
5.29	Animals and Reptiles
5.30	Workplace Bullying and Violence
5.31	Impacts / Hazards from Adjacent Activities
5.32	Services Coordination
5.33	Occupational Health Arrangements
5.34	Environmental Arrangements

### Appendix 3: HSE Technical Evaluation and Process Flowchart

No.	Description	Type of Bidder			Exempted from / Partially Require Bid Evaluation
		Require HSE Bid Evaluation			
		EPC / Sub-Contractor (Greenfield, Brownfield projects)	Major Supplier (major equipment supply/replacement)	Suppliers (minor construction; equipment replacement; site presence, etc.); Consultants (site-based)	
		Consultant (remote; HO only)	Minor Supplier (minor equipment supply)		
<b>A Previous Experience and HSE Performance</b>					
i	Previous HSE performance at Tabreed ( <i>black points, issues, etc.</i> )	Mandatory	Mandatory	Mandatory	
ii	Previous quality performance at Tabreed	Preferred	Mandatory	Preferred	
iii	Incident-Accidents reporting data / statistics ( <i>for past 3 years</i> )	Mandatory	Mandatory	Mandatory	
iv	OSHA Registration (where applicable)	Mandatory	Extra Credit	Mandatory	
<b>B Company's Profile and Management System Documentation</b>					
i	Organizational chart with details of key personnel, including competencies	Mandatory	Mandatory	Mandatory	
ii	Competency of HSE person(nel), training records, training matrix for current project, etc.	Mandatory	Mandatory	Mandatory	
iii	HSEQ (or IMS) Policy Statement	Mandatory	Mandatory	Mandatory	
iv	HSE Management System (HSE MS) or Integrated Management System (IMS)	Mandatory	Mandatory	Mandatory	
vi	Subcontractor HSE Management (selection/management of subcontractors - documented process)	Mandatory	Preferred	Mandatory	
vii	ISO45001:2018 Certificate	Mandatory	Preferred	Preferred	
viii	ISO14001:2015 Certificate	Preferred	Preferred	Preferred	
<b>D Project HSE Plan (the following documents must cover the scope of work)</b>					
i	Detailed HSE Plan	Mandatory	Preferred	Mandatory	
ii	Risk Management - preliminary assessment	Mandatory	Mandatory	Mandatory	
iii	HSE Audit / Inspection Plan	Mandatory	N/A	Mandatory	
iv	Site Environmental Management	Mandatory	N/A	Mandatory	
v	Site Waste Management	Mandatory	N/A	Mandatory	
vi	Welfare Management	Mandatory	N/A	Mandatory	
vii	Emergency Response Plan ( <i>including incident reporting / communication protocols</i> )	Mandatory	Preferred	Mandatory	
viii	Traffic / Transport Management Plan	Mandatory	N/A	Mandatory	
<b>E HSE and Other Equipment (appropriate to the project)</b>					
i	List of PPE	Preferred	Preferred	Preferred	
ii	List of other HSE and Emergency Response Resources	Preferred	Preferred	Preferred	
iii	List of equipment (including portable tools)	Preferred	Preferred	Preferred	
iv	List of vehicles (including heavy equipment)	Preferred	Preferred	Preferred	
<b>F Quality Management System</b>					
i	Quality Management System (QMS) - ( <i>if not part of the IMS</i> )	Preferred	Mandatory	Preferred	
ii	Quality Control Plan	Mandatory	Mandatory	Mandatory	
iii	ISO9001:2015 Certificate	Preferred	Preferred	Preferred	
<b>G Energy Management System (for extra credit)</b>					
i	Energy Management System (EnMS) - ( <i>if not part of the IMS</i> )	Extra Credit	Extra Credit	Extra Credit	
ii	ISO50001:2018 Certificate	Extra Credit	Extra Credit	Extra Credit	



**A** Exemption types include: Consultant (remote; HO only); Minor Supplier / Vendor.  
Refer to HSE procedure: Contractor HSE Management, section 'Bid HSE Evaluation and Contract Award'.

<b>B</b>	Projects / Sites	Projects HSE (Arlene)	Plants / JVs / Subs (by Projects)	Projects HSE (Arlene)
	Plants / JVs / Subs (by O&M)	Ops HSE (Chandra/Hadi)	TES / Head Office	Snr. HSE Manager (AM)

**C** Types include: EPC / Sub-Contractor (Greenfield, Brownfield projects); Major Supplier / Vendor; Contractor (minor construction; equipment replacement); Consultants (site-based)

**D** At bidding stage, the evaluation will not include any site-based evaluation documents, such as method statements, TRAs.

- E**
- o Use INTERACTIVE HSE Technical Evaluation form
  - o If applicable to a particular bidder:
    - Refer to the 'Projects Closeout Report'
    - Refer to the performance on a previous project (HSE point system)

## Appendix 4: HSE Point System

The HSE monitoring of activities is essential to ensure sound HSE performance by contractors, identify their strengths and weaknesses while ensuring business objectives are achieved, and help establish long-lasting and mutually benefitting relationship with them. To ascertain fairness during such monitoring, Tabreed has established a black-white point system to evaluate contractor's HSE performance. While poor performance will be subjected to black points, white point system will be used to reward good performance as well as to rectify the black points. The points system is based on pre-established scoring criteria which is attached for your reference.

### Black Point System

No.	Non-Compliance	Black Points Issued
1	<b>PPE Compliance:</b> Not wearing Helmet, gloves, safety shoes, Respiratory mask, goggles/ face-shield where needed	4
2	<b>Work at Height Non-Compliance:</b> Not wearing PPE - Safety harness, Working without attachment of lanyard where needed, Unauthorized alteration of scaffolds, Deliberate dropping of objects from height, Use of damaged/ improvised ladder	8
3	<b>Safety Devices Non- Compliance:</b> Removal / failure to use safety devices, Failure to install lock out / tag outs, Allowing unauthorized/ uncertified use of plant safe devices	8
4	<b>Permit to Work Non- Compliance:</b> Impersonation to obtain permit to work and other documents, Operating beyond scope of PTW, Operating with outdated PTW , Working without approved MS & TRA and Non- compliance to PTW commitments inclusive of MS & TRA	8
5	<b>Tools and Equipment Safety:</b> Use of tools other than their intended purposes, Uncertified or uncalibrated equipment, Use of defective tools / equipment, removal of guard , Operating any equipment in unsafe manner / unsafe speed, Unauthorized/ uncertified use of plant or equipment	4
6	<b>Hot work Operation Non - Compliance:</b> Gas cylinder without flash back arrestor, Gas cylinder without trolley, Welding without adequate screening to avoid arc eye, working without fire watcher and fire protection measures.	8
7	<b>Legal Compliance:</b> Non-compliance to UAE legal requirements (e.g. No inspection tags on the scaffolding, 3rd party training and equipment certifications...etc.)	8
8	<b>Waste Management:</b> Not depositing rubbish in receptacle provided, Inadequate housekeeping	4
9	<b>Chemical Safety:</b> Working without SDS, failing to comply with SDS, Unauthorized/unlabeled chemical cans, improper storage, unauthorized use of chemicals.	8
10	<b>General Compliance with Workplace Rules:</b> Working in hazardous locations without adequate protection, Entering exclusion zones, Horseplay, Failure to complete the job as per procedure - Leaving any equipment/components endangering to people and asset, Other unsafe acts endangering people and asset (e.g. Smoking...etc.), Ignoring the legitimate instructions of plant personnel.	8

**Applicability:** To all contractors engaged by Tabreed.

**Performance assessment for contractors:** The contractor's performance would be assessed based on, site inspections and are classified as white and black point scoring methods. For black point-scoring, criteria were set to score contractor's performance based on identified non-compliance in the plant room and the details are specified below:

#### Black Point Scoring:

**Yellow Level:** Up to 8 points (email / letter to the VP HSEQ & Contractor's management). Also, inform the SM Department.

**Orange Level:** Up to 16 points (letter to the Contractor's Management and while raising alerts to the relevant dept., e.g., Projects or O&M. Also, raise official non-conformity to SM as per SRM procedure).

**Red Level:** Up to 24 points (raise official non-conformity to SM as per SRM Procedure with possibility of deboarding / blacklisting depending on severity and frequency of violations; Management level meetings).

## White Point System

Compliance	White Points Issued
Compliance with Project HSE Plan, Method statement methodology and other contracting obligations	4
Compliance with PTW Guidelines / PPE requirements	4
Least or no observations during Inspections, pop visits...etc.	4
Displaying positive HSE Culture (Reporting genuine near misses, compliance with safe work practices...etc.)	4
Maintaining time discipline, good housekeeping, completion of contracted activities on time	4
Deploying proper supervision and continuous monitoring of contracted activities	4
Successful completion of -----major projects, -----minor projects or long term rectification contracts with no incidents.	4

**Applicability:** To all contractors working in our network

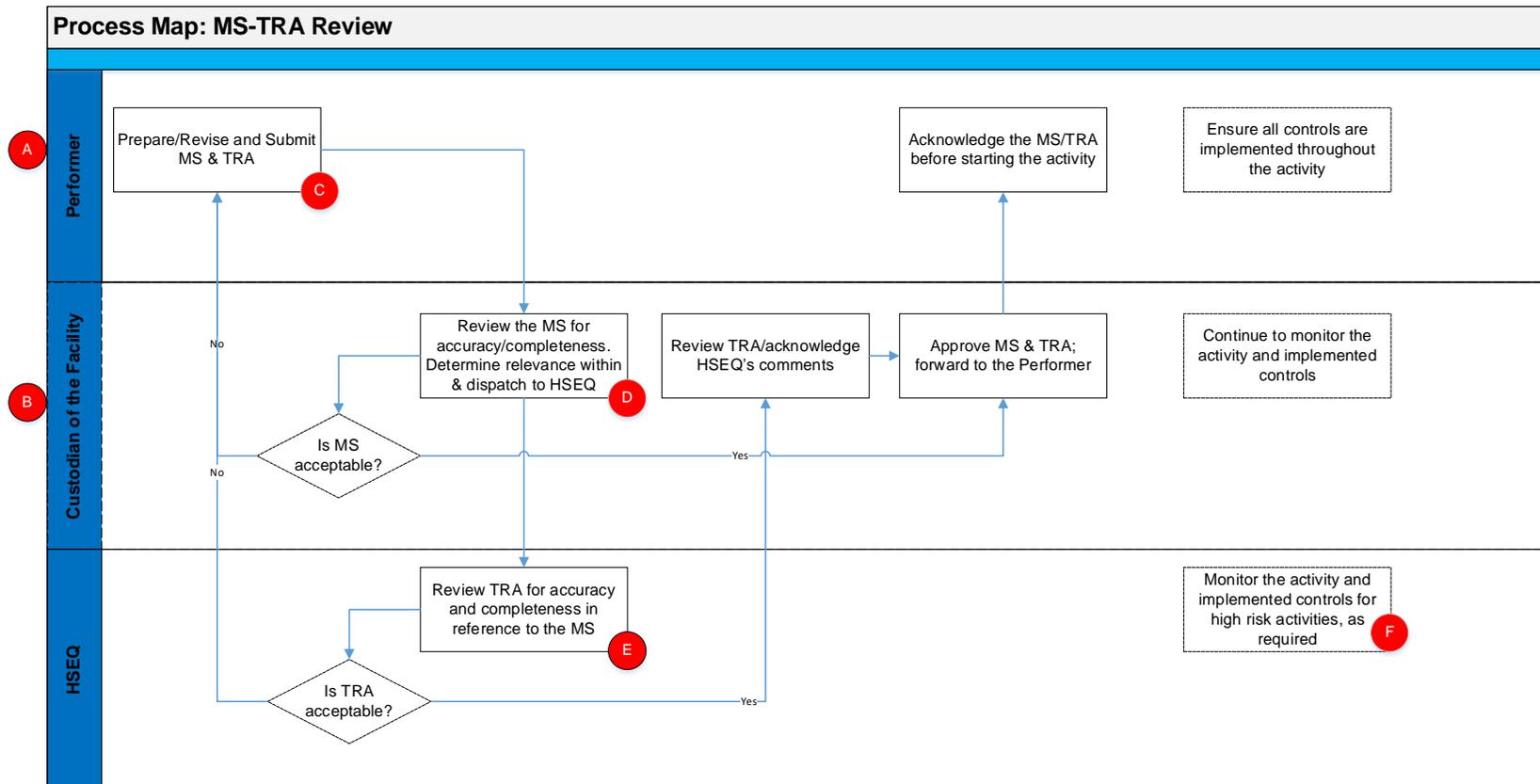
**Performance Assessment for Contractors:** Working safely is the moral and legal obligation of the contractor; hence an inspection to score white points is to be carried out to nullify or reduce the contractor's black points by ensuring their compliance with HSE requirements from three consecutive inspections.

### White Point Scoring:

Three Inspections / eBO observations with safe performance complying with all HSE requirements shall be recommended:

1. To nullify or reduce black points accumulated by the contractor.
2. For performance awards under the contractor's category (if no black points were issued previously).

Appendix 5: MS-TRA Review Process



**A** Tabreed Maintenance, contractors.

**B** Plant, Head Office, Tabreed/EPP/ stores, TES facilities, etc.

**C** GTRA can be submitted, if relevant and after making any necessary modifications

**D** Custodian of the facility to forward documents (MS, TRA) at least 3 days in advance of the activity unless urgent/emergency situations require otherwise. Determine relevance as follow:

Projects / Sites	Projects HSE (Arlene)	Plants / JVs / Subs (by Projects)	Projects HSE (Arlene)
Plants / JVs / Subs (by O&M)	Ops HSE (Chandra/Hadi)	TES / Head Office	Snr. HSE Manager (AM)

**E** Ensure no contradiction between the MS methodology and tasks in the TRA

**F** For high-risk activities and as required, Custodian of the facility to inform HSE Engineer well in advance

## Appendix 6: PHSER Process

