








<b>DOCUMENT TITLE</b>	<b>: HEALTH, SAFETY, ENVIRONMENT (HSE) REQUIREMENTS FOR CONTRACTORS</b>
<b>DOCUMENT NO.</b>	<b>: KIPIC/P&amp;F/HSE/TS/1301</b>
<b>REVISION NO.</b>	<b>: 1</b>
<b>ISSUE DATE</b>	<b>: 10<sup>th</sup> April 2023</b>
<b>CUSTODIAN</b>	<b>: HSE TECHNICAL SUPPORT / HSE GROUP</b>
<b>NEXT REV. DATE</b>	<b>: 9<sup>th</sup> April 2026</b>
<b>DOC. CATEGORY</b>	<b>: Internal</b>
<b>NO. OF PAGES</b>	<b>: 53</b>

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## Revision History

Rev.	Date	Change description or Nature of change
1	April 2023	<p>The title of the document is changed from HSSE S&amp;F guidelines for Contractors to HSE Requirements for Contractors.</p> <p>The document ref. # is changed from KIPIC/HSESF/SYSGE/18/0104 to KIPIC/P&amp;F/HSE/TS/1301 to meet latest IMS / HSSE MS requirement.</p> <p>The document has been revised and restructured to include different types of contracts executed at KIPIC.</p> <p>Social and Welfare requirement has been removed as it is covered under separate document.</p> <p>HSE Manpower requirement has been revised based on the risks and best industry practices.</p> <p>The document format is changed to accommodate different types of contracts as per KPC recommendation.</p> <p>Contractors' KPI template is revised to meet KPC 2040 S.I # 3.1</p>
0	July 2019	Initial issue, Issued for Implementation

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Electronic Copy	Available on HSSE MS portal for all users of KIPIC
Master Copy	Manager, HSE Group

Note - Controlled version of document is available on HSSE MS portal (Un-controlled if printed).

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## EXECUTIVE SUMMARY

KIPIC engages various types of contracted services to carry out operational, maintenance and new construction activities. These services present some level of HSE hazards and therefore some risk. Management of the risk depends on how well the hazards and effects have been identified analyzed, understood, and eliminated.

This document typically identifies major roles and responsibilities of Contractors and KIPIC, HSE Manpower requirements, interface of HSSE MS, and other documents.

Contractors and Contract's Superintendent shall acquaint themselves with their roles and responsibilities with respect to this document. This procedure supplements and not supersedes the Contract's terms and conditions related to HSE issues. This document is applicable to main Contractors as well as their subcontractors at every level.

This document shall be part of all contracts.

## CHAPTER 01

### 1. Introduction

Kuwait Integrated Petroleum Industries Company (hereinafter defined as COMPANY or KIPIC) has a well-defined policy on Health, Safety, Environment (HSE) and runs a comprehensive program for its implementation. This policy requires all Contractors to maintain similar, if not better HSE standards / procedures / Guidelines.

This procedure supplements and not supersedes the Contract's terms and conditions related to HSE issues.

KIPIC engages various types of Contracts to cater business needs. These contracts may have different risks based on contract work scope. The document is developed by considering these hazards and risks. Individual Contractor and custodian shall refer and follow relevant chapter and appendices of this document.

Following the requirements in this document does not guarantee compliance with all applicable legal and regulatory requirements and statutory obligations stipulated in the Company's General Conditions of Contract pertaining to Health, Safety and Environment and the Company's HSE procedures. Compliance with the applicable requirements is the sole responsibility of the Contractor and cannot be assumed by the Company.

Contractor, including Sub Contractors and their employees, shall make themselves familiar with this HSE requirements for contractors prior to commencing work at Company premises.

### 2. Purpose

The primary objective of this document is to prevent or reduce incidents involving personnel, property and/or environment in all company's and Contractor's-controlled areas and activities. This procedure is intended to make prospective Contractors aware of the KIPIC requirements and their compliance with the same.

The document defines the minimum contractual obligations towards Health, Safety and Environment that the Contractor shall fulfill upon award of the Contract by the Company

### 3. Scope

This procedure is applicable to all types and forms of the contracts in KIPIC. The extent to which the document is applicable to a specific contract however depends on the types



of the contract and scope of works- For applicability purpose, the contracts are divided in two categories. category A and category B. The detail about these categories is provided under chapter 3 and 4 respectively. The appropriate chapters and appendices shall be referred for contract execution. The document structure with applicability to types of contracts is as follows:

**Table #1**

Sr#	Chapter	Content	Applicability
1	Chapter -I	Introduction, Scope, objectives, definition etc.	Applicable to all contracts
2	Chapter -II	General Requirements	Applicable to all contracts
3	Chapter -III	HSE Requirements for Type A Contracts	Applicable to Category-A contracts only
4	Chapter -IV	HSE Requirements for Type B Contracts	Applicable to Category-B contracts only
5	Appendices	Checklists, report formats etc.	Applicable to all contracts

These requirements are supplementary to other Company HSE documents such as HSSE Management System, Procedures, Guidelines and Safe Work Practices.

An updated version of any Company HSE procedures and release of new Company HSSE Management System, Guidelines, Procedures, Standards and Safe Work Practices shall automatically supersede any applicable clause(s) of this document (HSE Requirements for Contractors).

Mandatory rules (or 'must') are characterized by the word 'SHALL' throughout the text. Advisory rules or recommendations are indicated by the word 'SHOULD'

## 4. Terms and Definitions

Terms	Definitions
Audit	Systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.
Company	Well within the boundaries of Kuwait Integrated Petroleum Industries Company having direct degree of control and its facilities including Refinery, Petrochemicals (PRIZe), LNGi.

Terms	Definitions
Company Representative	Company Group / Team Leader or Owner/Custodian of the Contract
Competency	The ability to apply knowledge and skills to achieve intended results
Contract	A written agreement between two entities for provision of services that is intended to be enforceable by law.
Contractor	An organization or individual whose primary function is to carry out work, provide services and/or supply materials and goods for or on behalf of KIPIC and its subsidiaries under agreed terms and conditions as defined by the contract. It includes all Contractors, vendors, suppliers, and consultants.
Contractor representative	Officially appointed employee of Contractor, who shall be responsible and accountable for contractual obligations.
EPC contract	EPC (Engineering, Procurement & Construction) is the prominent form of contracting agreement in the energy industry. The engineering, procurement and construction Contractor will carry out the detailed engineering design of the project, procure all the equipment and materials necessary, and then construct to deliver a functioning facility or asset to their clients
Pre-qualification	Screening process undertaken to establish the suitability of a Contractor or vendor to undertake certain activities or tasks.
Subcontractor	A firm or organization, who takes a portion of a contract from the Contractor or from another subcontractor. Subcontractors may, in turn, hire their own subcontractors to do part of the work that they have contracted to perform.
Supplier/ Vendor	A vendor is a person or a business entity that sells and maintains equipment in accordance with an agreed set of terms and conditions.
HSSE Criteria	The set of HSSE conditions or requirements that a Contractor or vendor must meet and under which Contractor or vendor must perform

Terms	Definitions
Grievance	A concern, complaint or feeling of resentment, which may be held by any stakeholder. A grievance may result from either real or perceived impacts of the businesses actions. Grievances may be raised formally or informally and may relate to minor or more serious longer-term issues.
Continual improvement	The process of improving the HSE performance on an ongoing basis, through enhancements to the management system, and consistent with the HSE Policy.
Restricted Workday Case (RWC):	A Restricted Workday Case is any work injury or occupational Illness, which prevents the employee from doing either one or more part of his regularly scheduled duties or working in complete scheduled shift. The employee can do part of the job all day or all of the job in part of the day. The restricted work assignment must be meaningful and pre-established or a substantial part of a regular Job.
Work Permit	A formal and detailed agreed document used to control work which is identified as potentially hazardous. It contains location, time, equipment to be worked on, work description and tools and equipment to be used, hazard identification, mitigation / precaution measure(s) used and the names of those authorizing the work and performing the work.
Controlled Area	is the entire KIPIC premises fenced or otherwise, to which access is controlled or restricted. (Examples of Controlled Area includes the Car Parking Area outside refineries, admin building etc.

## 5. Acronyms

Acronyms	Definition
ALARP	As Low as Reasonably Practicable
EPC	Engineering, Procurement, Construction.
HSE	Health, Safety and Environment

Acronyms	Definition
PQ	Pre-Qualification
PTW	Permit to Work
IFC	International Finance Corporation
PS	Performance Standard
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
EDC	Emergency Dispatch Centre
ERP	Emergency Response Plan
FAC	First Aid Case
IRIS	Incident Reporting & Investigation System
LTI	Lost Time Injury
LTIFR	Lost Time Injury Frequency Rate
MTC	Medical Treatment Case
NM	Near Miss
OP	Occupational Illness
PI	Process Incidents
RWC	Restricted workday case
SA/SC	Substandard Act / Substandard Condition
CEC/VEC	Contractor Evaluation committee/Vendor Evaluation Committee
WPRA	Work Permit Risk Assessment
HSSE	Health, Safety (including Process Safety), security and Environment
Env & CSR	Environment & Corporate Social Responsibility
KPI	Key Performance Indicator

## 6. References

- Contractor and Vendor Management Ref# KPC-HSSE-E-07-GE-S01
- Kuwait traffic Guidelines
- K- EPA, applicable clause
- KIPIC HSSE MS (Various documents)
- KPC HSSE MS
- OSHA 29 CFR 1926.51

## CHAPTER 02 GENERAL HSE REQUIREMENTS

### 1. Roles and Responsibilities

#### 1.1 Company Representative

Unless otherwise specified, the COMPANY representative hereinafter defined is the Company appointed Group or Team Leader or Owner or Custodian of the Contract. Company Group / Team Leader or Owner/Custodian of the Contract.

A Company representative will be assigned to represent Company in all matters related to Contractor's activities in all Company premises. Some of the major responsibilities of Company representatives, but not limited to:

- a) Act as a focal point for all communications between contractor representative and company.
- b) Providing all relevant information, instruction and briefing that is required by Contractors or vendors to perform their work safely.
- c) Ensuring that Contractors are appropriately inducted as per the requirements of this document.
- d) Ensure Occupational Health & Safety Risk and opportunity Register is developed, approved, and share with all Contractors under the Group/team for compliance.
- e) Hazards and controls are identified and complied as set out in the HSSE Plan, risk assessments/method statements and OHS risk register.
- f) Ensuring appropriate monitoring and review of Contractors and vendors is undertaken to assess HSSE performance.
- g) Developing plan and ensuring its implementation if HSSE performance is not in accordance with plans or is unsafe in consultation with Commercial and HSE Group.
- h) Attend meetings with Contractors as appropriate.
- i) Attend and/or contribute to Contractor performance reviews as required.
- j) Ensure Company HSE requirements are included in Contract documents.
- k) Ensuring all HSE recommendations related to incidents, audits/ inspections and meetings are communicated to Contractors and closed.

## 1.2 Contractor Representative

Responsibilities include but not limited to:

- a) Maintain liaison between Contractor and the Company representative.
- b) Ensure HSSE MS is in place that addresses the organization, responsibilities, SWP's, Processes, and resources needed.
- c) Take full responsibility and be fully accountable for HSSE performance of own employees and subcontractors. This requires taking all necessary steps to ensure that all work/services in the contract is performed in such a manner as to prevent HSSE incidents and to follow all Company's HSE policies, SWP's, rules & regulations including those of the State of Kuwait.
- d) Ensure all workers have required competencies to execute their tasks as per Company expectations.
- e) Ensures subcontractors work to the same HSE standards as expected of the main Contractor by Company.
- f) Ensures that any necessary corrective actions required following an audit report is resourced and carried out in a timely manner.
- g) Have an understanding of the contents of Company's HSSE MS, Contractors own HSSE MS, HSE Plan and similar in-house rigorous guidelines for monitoring HSE in the performance of Contracts.
- h) Implement the Contractor's HSSE MS, HSE plan and Env & CSR related plans.
- i) Implement any additional HSE requirements as agreed with the contract holder.
- j) Ensure the Contractor is managing all the obligations in accordance with the contract for the safe delivery of the scope of work.
- k) Conducts and participates in audits, inspections, meetings as define in the contract, this document, or Contractors HSSE MS/HSE plans or additionally requested by Company.
- l) Attend regular and formal performance review meetings with the Company.
- m) Initiate, develop, and close actions related to HSSE incidents, Audits / Inspections, meetings, and other Contractor performance issues.
- n) Report all HSSE incidents to Company.
- o) Initiate Contractors own incentives plan for their employees.

### 1.3 All Contractor Personnel

HSSE responsibilities include:

- a) Ensure they are fit for duty including having proper rest and being in the proper mental state of mind.
- b) Understand and adhered to their roles and responsibilities with respect to Company's and Contractors HSSE MS.
- c) Immediately stop any work in which HSE is not being properly managed and report to the supervisor.
- d) Actively participate in HSE programs including meetings, drills, inspections, and audits.
- e) Report all HSSE incidents immediately including near misses (i.e., those with noticeable health, safety, or environmental impact).
- f) Undertake tasks / work only after receiving relevant HSSE training & safety briefing.

## 2. Language Requirement

All of Contractor employees shall be capable of communicating in a satisfactory manner with the Company representative in connection with the work. All Contractor employees must be able to follow emergency instructions, both written and oral.

Contractor personnel, particularly Foreman/Technician and above are required to understand English sufficiently to comply with all Company HSE Procedures, Guidelines, performance standards, standing instructions, Safe work practices, and Signs.

## 3. HSE Requirements in the Mobilization Phase

Following Contract award, the main HSE activities during the mobilization phase includes appointment of Key personnel and HSE staff, conduct HSE Kick off meeting, submission of HSSE MS and HSE plan, Sub Contractor management (if applicable), Equipment and Vehicle inspection and certifications, Security requirements (Personal /Vehicle, Material, Mobile Gate passes, Searches, Theft etc.), HSE inductions and other trainings, medical exams, preparation of gate passes etc.

The activities in mobilization phase are detailed below:

### 3.1 HSE Kick Off Meeting

HSE KICK off meeting is the first formal meeting between Contractor and Company related to HSE aspects post contract award. This should be held by custodian of contract within 30 days of contract awarding or before commencing any site activity, whichever is earlier. The attendees should include on KIPIC side, the Contract's Superintendent and HSE group representatives. On the Contractor side, the Contractor management representative, Contractor HSE Manager/Engineer, Other Key staff, and Sub Contractor if identified. Contract's Superintendent may invite others as required.

Detailed agenda shall be prepared, some of the items to be considered for this meeting are:

- a) Introduction of KIPIC organization
- b) Contractors' roles responsibilities and obligations as per this document.
- c) Contract scope, associated risks, and Contractor plan to counter these risks.
- d) Contractors' mobilization plan.
- e) Major submissions like HSSE MS, HSE Plan, emergency evacuation plan etc.
- f) Manpower mobilization.
- g) Pre-mobilization audits.
- h) HSSE Training requirements.
- i) Security obligation.
- j) KPI's for Contractors.
- k) Equipment /vehicle requirement.
- l) Gate pass procedures.

Additional agenda items can be included as required by custodians, Contractors and HSE group.

### 3.2 Appointment of Contractor Key Personnel and HSE Staff

Contractor shall propose, in writing, the key personnel as per the contractual requirements. Detailed CV's and certificates shall be submitted for Company's review and approval. Contractor shall ensure all their Key Personnel possess basic level of HSE awareness.



Approval of HSE staff shall be done by respective HSE teams by reviewing their CV's and certificates and conducting their interviews. The HSE manpower criteria, qualification and experience requirements are mentioned in Appendix – P and Appendix – Q respectively.

### **3.3 HSE Personnel Approval Process**

The Company reserves the right to evaluate Contractor HSE Personnel based on the CV, verification of original certificates, and selection process listed in this document.

CV of Contractor HSE personnel along with supporting documents (qualification and experience certificates) and filled Appendix – A form shall be submitted for Company's review and approval.

Contract's Superintendent shall review and verify the documents submitted, signed Appendix – A and forward CV to respective HSE teams.

Company Site Safety, Health and Environment & CSR teams shall handle the selection process of all Contractor HSE Personnel based on the following:

- a) 70% in the written test to qualify for the interview.
- b) Personal interview by panel formed by respective HSE Team Leaders.
- c) Evaluation of candidate's track record and performance of his previous assignments in KIPIC as applicable.

Respective HSE Team Leaders shall inform Contract Superintendents on the status of approval suitably providing reason for rejections, if candidate is rejected. Candidates who have failed in the written examination and/ or interview may be allowed to reappear after minimum 10 weeks, maximum for two times.

### **3.4 Health, Safety, Environment (HSE) Plan**

Contractor shall submit preliminary HSE plan as part of the tender and detailed plan after the award of contract, which shall be subjected to review and approval by KIPIC custodian and site Safety, Health, and ENV & CSR teams.

The HSSE plan shall define what shall be in place during the various phases of the contract and the steps required to be taken, by whom, and by when to meet Company and Contractor requirements. The HSSE plan shall demonstrate how:

- a. The Contractor has an effective HSSE-MS applicable to the specific work contracted appropriate to the complexity and the phase of the contract execution.
- b. Hazards and effects of, and to, the people, the environment, assets and reputation associated with the contracted work have been identified, assessed and controlled and recovery measures are in place where required.
- c. The responsibilities for the execution and maintenance of all control and recovery measures relating to the contracted work are assigned to specific, named persons throughout the phases of the contract; and
- d. Risks have been evaluated and measures taken to reduce the risks to a level that is ALARP.

The HSSE plan shall focus on contract specific risks and the management of controls to eliminate, reduce, or mitigate these risks. The generic guidelines given in Appendix – B can be referred (as appropriate) by the Contractors while developing HSE plan.

Contractor shall ensure the submission and subsequent approval within 90 days of the award of contract or before commencement of site activities, whichever is earlier. The HSE plan shall be contract specific and customized as per the scope of the contract with which they shall comply as part of their contractual obligations.

Contractor shall present their HSE plan in a workshop which shall be attended by Contractor Management, Contract's Superintendent, site safety, Health, ENV & CSR team, and other stakeholders as appropriate. Contractor shall ensure that their HSE plan is in line with KIPIC requirements. Operation and Maintenance (O & M) Contractors shall include operation related requirements, roles, and responsibilities in their HSE plan.

This HSE Plan shall define the interfacing of Company, Contractor, and Sub-Contractor activities.

The Contractor HSE Plan shall be updated at least yearly or if:

- Incident/audits recommendations mandates changes
- Contract scope of works changes.

The revised HSE plan shall be submitted for approval highlighting the changes.

### 3.5 Pre-Mobilization HSE Audit

Contractors' readiness for commencement of the work shall be checked and ensured by conducting pre-mobilization audit. A team comprising of Contract's Superintendent, site Safety, health, ENV & CSR team shall conduct this audit. The checklist in Appendix – C may be used as guideline. This should be carried out before mobilization of the Contract inside KIPIC facilities.

The issuance of the "Readiness for commencement certificate (Refer sample certificate in Appendix – D) shall be subjected to satisfactory completion and closing of all findings from this audit and conducting HSE kick off meeting.

### 3.6 HSSE Induction

All Contractors including Sub Contractors, vendors, visitors shall attend Company HSSE induction training. HSE Group shall conduct training for Contractors HSE Trainer (if available as per contract) and HSE personnel. These employees shall further train their employees.

Contractor shall develop their own HSSE Induction program which shall include basic information such as, but not limited to:

- a) HSSE responsibilities for Contractor, subcontractor, employee, and all construction site personnel.
- b) Contractors' organization structure
- c) Document, standards, Procedures, and legal and regulatory requirements etc.
- d) Incident reporting. Unsafe act/condition reporting.
- e) Company facilities.
- f) Security requirements.
- g) Prohibited items/actions.
- h) Overview of COMPANY's emergency response plans and the CONTRACTOR employees' action in case of an emergency/drill.
- i) PPE's.
- j) The location (and proper use) of first aid facilities.
- k) Toolbox meeting schedule, agenda, and attendance mandatory requirement.
- l) Major Risk and mitigations on the projects.
- m) Brief on Emergency evacuation plan/procedure.

- n) KIPIC's and Contractors HSSE MS.
- o) Emergency Contacts.
- p) Waste Segregation, Handling and Disposal and follow KIPIC Solid Waste Management procedure for filling Waste Transportation Manifest (WTM)
- q) Company HSSE Policy, QMS, EMS, etc.
- r) Environmental Aspects related to contract activities and preparing / maintaining Environmental Aspects Impacts, Risk & Opportunities Register.

The induction training program shall be revised every year to include changes in HSSE MS, organization, facility etc. The employee's record for HSSE Induction Training shall be submitted and counterchecked by the Contract's Superintendent before approving the 'Gate Pass application' for the new Contractor/subcontractor employee(s).

### **3.7 Security Requirements**

Security aspects of KIPIC are controlled by Security Team under Security & Fire Group. The access gate passes for personnel (including visitors), Vehicles/Equipment, Mobile phones and Materials are issued by KIPIC Security team. All Contractors are requested to refer KIPIC Gate Pass and Access Control procedure Ref# KIPIC/PPL/S&F/SEC/1707 for further information on the subject.

Carrying any photography devices such as cameras, mobile phones etc. without proper authorization is strictly prohibited. This is categorized as major violation.

Photography is prohibited in all Company-controlled areas unless authorized. KIPIC procedure on Photography Ref# KIPIC/HSE S&F/SEC/18/008 shall be referred for further guidance on photography.

With or without prior announcement, and at any time, Company or its authorized agents may carry out searches of Contractors site offices and other facilities available within Company premises. All Contractors and their employees shall cooperate with Security personnel for these searches.

Company shall not be responsible for any theft and vandalism at Contractor site and offices. Contractor shall arrange their own security and ensure proper locking systems.

Contractors shall develop their own Security plan for areas under their custody. This plan shall be implemented, monitored, and revised as appropriate by Contractor.

The plan shall be approved by Company. Security of all facilities under Contractor custody such as their offices, yards, stores etc. is Contractors' responsibility. Contractor shall assess need of security patrol and arrange it without any cost impact to Company.

### **3.8 Subcontractor Management**

The Contractor shall inform Company representative if they wish to hire Subcontractors for the execution of the contract. Applicable contractual clauses shall be followed.

Contractor shall be fully responsible and accountable for the HSSE performance of their Subcontractors, and ensure Subcontractors deliver their scope in compliance with the applicable contractual requirements.

### **3.9 Laydown & HSE Boards and Signs**

Contractor should be provided with laydown and storage/stacking area if required for contract execution. Contractor is responsible to maintain this area in as assigned condition during execution and while handing over to Company.

All such areas shall be provided with sign boards mentioning project details, custodian details, emergency contact numbers etc. Contractor shall also provide HSE statistics board near their site offices to update the HSSE performance on monthly basis. The minimum requirement of HSE statistics board shall be:

- Monthly and cumulative incident data,
- Monthly and cumulative HSSE trainings details,
- Monthly and cumulative safe man hours and LWC free manhours.
- Monthly and cumulative HSE audits and inspections.

Other details shall be added as appropriate for the contract.

The boards details such as drawings, installation methodology, sizes etc. shall be submitted to Company for approval.

This area shall be approved by KIPIC respective site safety and custodian teams before occupancy.

Contractor shall be responsible for such areas under their custody. Security arrangements such as 24 hours security patrolling (if required), fencing and gate shall be provided by Contractor without any cost impact on the Company.

Contractor HSE team shall audit their facilities on monthly basis to ensure compliance to KIPIC and Contractor HSSE MS.

## **4. HSE Requirements During Contract Execution Phase**

The main activities during the execution phase are monitoring implementation of:

- a) KIPIC HSSE MS.
- b) Contractors HSSE MS and HSE Plan.
- c) HSSE performance reporting.
- d) Incident investigations.
- e) HSSE Trainings.
- f) Audits and inspection.
- g) HSSE meetings.

### **4.1 Implementation of KIPIC HSSE MS & Other Regulatory Requirements**

All personnel engaged in the work shall be conversant with, and always comply with the applicable KIPIC HSSE MS and standards.

Where any part of the work is not covered by any of the KIPIC HSSE MS procedure/Safe work practices Standards, or when the relevant HSE procedures are considered or found to not precisely covering the work activity, Contractor shall develop these procedures and get it approved from KIPIC before implementing them at site without any cost impact to company.

Contractor shall adhere to any HSE Standard/Procedures/SWP/Guidelines prescribed by Company. Any written communication by KIPIC to (re)align with those HSE standards shall be acted up on by the date specified.

Contractor shall ensure that all personnel engaged in the work, including subcontractors, have been informed about KIPIC HSSE MS and the consequences of not following these.

### **4.2 KIPIC HSE Procedures**

All applicable HSE documents & procedures relevant to a particular contract shall be attached with the tender. Contractor should request these documents/procedures, in case they are missing. The complete list is attached as Appendix – E. The list is dynamic and subjected to revision as documents may be included or deleted as per needs. Contractor shall refer the latest procedures while executing their work.

Contractor is responsible for acquiring from its COMPANY Representative copies of missing and latest HSE documents/procedures and guidelines.

### **4.3 Company Work Permits**

Work Permit is required for all non-routine activities at KIPIC and Contractors-controlled areas. KIPIC Safe Work Practice on Work Permit System and Risk Assessment Ref.# KIPIC/ZOR/HSE/SAF/0630 defines these requirements in detail.

In addition to work permit, Contractor may also need to obtain authorization such as Confined space entry and excavation while carrying out respective activities.

Contractors and their staff including Sub Contractors shall acquaint themselves with these procedures and strictly follow them while carrying any activities at KIPIC controlled areas.

### **4.4 Compliance with Regulatory Law and Permits**

Contractor, Contractor's employees, all Subcontractors, and their employees shall comply with all Kuwait laws and regulations and International Finance Corporation (IFC) Environmental and Social Performance Standards relating in any way to the performance of the work.

Contractor shall, at Contractor's sole responsibility, and at Contractor's sole cost and expense, research, determine and obtain any required governmental permits, licenses, bonds, inspections, and notices required by laws, rules, or regulations to perform the work.

### **4.5 Monitoring Contract HSSE MS & HSE Plan Implementation**

During contract execution the Contractor shall implement, supervise, monitor, and verify that all activities are carried out as per their approved HSSE MS (if applicable) and HSE plan.

Contract's Superintendent and other stake holder as appropriate should monitor and verify that Contractor has adequate control over its activities. This can be done by periodic review, audits, and inspections.

Any unforeseen activities shall be assessed, and the Contractor HSE plan shall be updated accordingly.



#### **4.6 Personnel Transportation Buses, Vehicles & Parking**

All Kuwait Government traffic rules are applicable within KIPIC premises. In addition to Governmental laws, KIPIC has its own procedure on Traffic Safety.

Contractor shall provide air-conditioned transportation buses for its employees from their Company accommodation to worksite and vice versa. Transportation buses shall be provided with protection against heat radiation during summer as approved by Kuwait traffic law. For more details, please refer procedure on Engine driven mobile equipment safety ref. No. KIPIC/ZOR/HSE/SAF/0629 and "Traffic Safety & Bus Transportation Guidelines - KIPIC/ZOR/HSE/SAF/1801". Contractor shall adhere to "REVERSE PARKING" at all COMPANY designated parking.

CONTRACTOR's vehicles will normally be allowed in the Refinery/LNGI and other Company restricted areas only for the purpose of delivering workmen, equipment, or supplies to the job site. All Contractors owned, rented, or leased vehicles or equipment entering the Refinery and other restricted premises shall be properly identified. Contractor shall only utilize an approved type of vehicle in transporting personnel. Carrying of persons at the back of pick-up / van is prohibited.

The movement of heavy equipment such as Trailers, Cranes etc. should be avoided on main roads in peak hours.

As a minimum, both the driver's side and passenger doors on vehicles shall have permanent markings (12" X 10") indicating CONTRACTOR's name or insignia and contract details. All equipment brought into Company premises, whether owned, rented or leased shall be marked in the same manner as vehicles, clearly showing the CONTRACTOR's name.

#### **4.7 HSSE Meetings**

HSSE meetings are most effective, if held on a regular basis and conducted by the responsible management representatives. Employee's participation and consultations in many critical issues can be ensured through meetings.

During Contract execution, Contractor shall have to conduct/attend HSSE meetings with Company, Company appointed representatives and Subcontractors/vendors etc.

The objectives of HSSE meetings are:



- a) Convey HSE information to all employees.
- b) Obtain feedback from employees.
- c) Get participation and commitment to the HSE program.
- d) Encourage communication and debate.
- e) Seek ways to eliminate unsafe practices and unsafe acts.
- f) Resolve any concerns or problems that emerge

Some of the minimum meetings required are listed below. However, Contractor shall attend or schedule additional HSSE meetings as required without any cost and time impact.

KIPIC HSSE Procedure on Communication, Consultation & Participation. Ref. No. KIPIC/ZOR/HSE/TS/0104 shall be referred for further details.

#### **4.7.1 Contractor HSSE meeting**

Contractor shall conduct at least monthly HSSE meeting that is chaired by Contractor Project Manager/site representative and attended by representatives of each level of Contractor employee and subcontractors.

Detailed meeting agenda shall be developed by the Contractor and approved by Contract's Superintendent. The meeting agenda should minimum include Contractors approved KPI, HSSE records and activities, statistics, incidents, personal protective equipment, and other employees' concern on safety at work.

#### **4.7.2 Contract managers' quarterly performance review meeting**

These meetings are Contractor's HSSE performance review meeting with Contract's Superintendent Group Managers.

Minutes of meeting shall be prepared and issued to COMPANY Representative and copied to respective site Safety, Health, ENV & CSR teams.

#### **4.7.3 HSSE Kick off meeting**

Please refer clause # 3.1 of chapter 2 of this procedure

#### **4.7.4 Any other meeting as advised by Company**

Minutes of meeting shall be prepared and issued to Company Representative and copied to respective site HSE Teams.

Contractor shall track all HSE related recommendations to closure and periodically update Company representative and respective site Safety, Health, ENV & CSR Teams on any action taken until the recommendation is completed or closed.

#### **4.7.5 Toolbox Talks**

These talks are intended to facilitate Health, Safety and Environment discussions on the job site and promote organization's safety culture. Contractor should conduct Toolbox talks daily, before work begins for the day or shift. It should be conducted for each craft by their supervisor / Foreman at a predetermined place. Consideration should be in place to group the employees based on the language they understand. Toolbox talk material content with participants signature shall be maintained by concerned Job Supervisor / Foreman. Contractor's management and HSE personnel shall demonstrate their support by attending these meetings periodically.

#### **4.8 HSSE and Competency Training**

Contractor shall ensure mobilized workers are competent to execute the jobs as per contractual expectations. Contractor Management responsibilities include establishing practices and procedure and ensuring that each Contractor's employee is provided a structured HSSE and job competency training program. Contractor shall refer Company HSE Procedure on "Procedure on Development, Delivery and Monitoring of HSSE Trainings (ref. no# KIPIC/ZOR/HSE/TS/0401) for further guidance.

To ensure consistency in training needs identification, Contractor can utilize the Training Needs Assessment Process guidelines referred in the procedure above.

Contractor shall identify and develop HSSE Training matrix for their employees based on contract scope, KIPIC HSSE trainings Matrix and Contractors own HSSE MS. The HSSE training Matrix shall be approved by Contract's Superintendent and HSE group. Based on the training Matrix, Contractor shall develop HSSE training passport for all employees including subcontractors on the Project. Contractor must maintain a training facility (i.e., classroom that shall be furnished with good chairs, training equipment and materials such as laptop, projector, sound system, and training visual aids).

Some craft/category may need third party certified trainings. Some of the categories are given below. However, Contractor shall check manufacturer/vendor recommendations,

Kuwait laws, other regulatory laws as applicable and identify these training needs. The examples are.

- a) Certified HSE Trainers
- b) Crane Operator
- c) Forklift Operator
- d) Riggers and Rigging Supervisor
- e) Scaffolder and Scaffolding Supervisor
- f) Aerial Platform / Truck-mounted Lift Operator / Man Lift Operator
- g) SCBA Maintenance Technician, SCBA Train-the-Trainer
- h) Gas Testers & Detector Maintenance Technician

The CONTRACTOR shall arrange all such trainings at their own cost and maintain documentation of the same.

#### **4.8.1 KIPIC HSSE trainings**

Some of the authorization trainings and or test such as Work Permit authorization, Gas testing, Confined Space authorization training etc. will be conducted by KIPIC HSE group for Contractors.

KIPIC HSE Group shall also conduct training for Contractors HSE Trainer (if available as per contract) or HSE personnel. These employees shall further impart HSSE trainings to their employees.

These Training will be planned and conducted by KIPIC. An Electronic application system is used by KIPIC for scheduling, communication and record keeping. Contractor shall nominate a focal point to coordinate through Contract's Superintendent for planning and other HSSE trainings related follow ups.

All HSSE training records shall be maintained by Contractors and shall be produced upon requests by Company or Company representative.

#### **4.9 Critical Tasks Procedure**

Based on the scope of work, the Contractor shall identify all critical tasks. The list shall be prepared and updated yearly by Contractor. Method statements/Critical tasks procedure shall be developed by Contractor and approved by Company for these identified tasks. Based on the approved method statement/critical task procedure, Work permit risk assessment shall be conducted. Generic Template for Work method

statement/critical task procedure is provided under Appendix – S. All contractors are requested to use same. Additional information may be included as applicable based on the activities and risks. It is responsibility of Contractor to ensure that the process of identification of critical tasks, preparation and approval of method statement and subsequent risk assessment is completed well ahead of time to ensure activities are not delayed.

The important aspect of WPRA shall be translated in workers language for easy understanding. All workers involved in the activity shall be trained on the findings of method statement and Risk assessment.

#### **4.10 Contractors Key Performance Indicators (KPI)**

Contractor shall prepare and submit HSE Key Performance Indicators Scorecard as per the template given in Appendix – F. Superintendent of the Contract shall cascade KIPIC KPIs to Contractor. Contractor shall ensure their KPIs are in line with Company KPI's and approved by KIPIC.

The HSE KPIs shall be tracked and monitored by Contractor and Company representative in the periodic Contractor's HSE Performance Review meetings.

#### **4.11 Personal Protective Equipment (PPE)**

The Contractor shall, at its own expense, supply its personnel assigned to the work site with adequate and approved personal protective equipment. The PPE shall be commensurate with the hazards and risks present in job execution. Fire retardant Coverall, Safety Helmet, Safety Shoes, and Safety glasses are mandatory PPEs required while visiting any work site. Work Permit, WPRA and OHS Risk Register may mandate additional PPE's such as earmuffs/Plugs, Respiratory protection etc. Contractor shall provide and ensure their employees are complying to these requirements.

Loose or floppy clothing is prohibited around rotating or moving equipment. Rings, neck chains or loose jewelry shall be removed while engaging in manual labor.

Contractor's PPE and other safety equipment shall conform to Company specifications and sample shall be approved by KIPIC Health team before procurement. Sufficient stock of mandatory PPE shall be kept and maintained at site. Contractor employees shall be trained in the proper use, care, and maintenance of PPE.

All Sub Contractors shall follow same PPEs as approved for main Contractor including color and make of Helmets and Coverall. The Coveralls and Helmet shall have main Contractor's name and logo. Subcontractors may use their name and logo along with Main Contractors. Under any circumstances, contractors' and their Sub contractors shall not use other contractors' coveralls and Helmets.

For further details, refer to the KIPIC procedure on Personal Protective Equipment Ref KIPIC/ZOR/HSE/HE/1611.

#### **4.12 Gas Monitors**

Most of the KIPIC facilities are categorized as Hazardous areas due to presence of toxic, flammable, and combustible gases. Contractor shall provide Personal Gas monitors to all their employees while visiting or working in these Hazardous areas based on the types of the gases.

Portable Multi Gas Monitors and Long term Multi Gas monitors shall also be provided by Contractors while carrying out Hot work activities or Confined space entries. Contractor shall refer KIPIC safe work practices on Work Permit and Risk assessment, KIPIC/ZOR/HSE/SAF/0630 and Confined Space entry KIPIC/ZOR/HSE/SAF/0631 for further details. These Gas monitors shall confirm to Company specification and approved by KIPIC Health team before using them at site. These Gas monitors shall be calibrated and maintained by Contractor at their own cost.

#### **4.13 Incident Investigation & Reporting**

The Contractor shall ensure that all incidents, however minor, resulting in or having potential for injury of personnel or damage to property are reported immediately to KIPIC as per KIPIC procedure on Incident reporting and investigation Ref# KIPIC/ZOR/HSE/SAF/1101.

Contractor shall establish a system to thoroughly investigate all incidents, find out root causes and share lesson learned to all employees including subcontractors.

All recommendations shall be tracked, monitored, and closed on time. The Contractor shall submit these reports with status to Company.

Contractor is responsible for all medical expenses incurred in treatment of their employees.

Some of the incidents may be investigated by Company. In such cases, Contractor shall fully cooperate and take part as requested.

#### **4.14 Smoking and Carrying of Matches / Lighters**

Smoking should be discouraged among employees. At KIPIC, it is prohibited in all restricted areas except authorized smoking areas/shelter.

If required in Contractor-controlled areas, Contractor shall arrange the smoking shelter and obtained approval from KIPIC. It shall be maintained in as approved condition.

For more details for smoking shelters (indoor / outdoor) please refer procedure on Indoor Environment Quality ref.no. KIPIC/ZOR/HSE/HE/1604.

#### **4.15 Battery Operated and Electrical Items**

Electrically operated tools & equipment should be suitable for use as per the hazardous area classification. Refer to relevant HSE Group procedures such as procedure for Work Permit System ref.no. KIPIC/HSE/SAF/0630, Safe Work Practices on Electrical Safety ref. no. KIPIC/ZOR/HSE/SAF/0625.

#### **4.16 Social and Welfare of Contractor Employees**

Contractor shall be responsible for social and welfare requirements of their employees. Contractor shall offer improved welfare (i.e., housing, food, transportation, working and living conditions) for his workers to improve their capability to do their work. As a minimum drinking water, Sanitary toilets, urinals, washing faucets/basins, dressing lockers and dedicated dining room shall be provided for their employees. Also, the Contractor shall obtain approvals on the accommodation facilities provided for the workers from Company, KEPA, Kuwait Fire Force, Ministry of Health, Ministry of Social Affairs & Labor, Municipality approvals and other legal approvals as applicable. Contractor shall take necessary measures for prevention of vermin & rodents in their facilities

KIPIC's requirements are stipulated in Environment & Social Guidelines for Contractors KIPIC/ZOR/HSE/ENCSR/1515. Contractor shall prepare Environment & Social Plan and Social welfare statistics report and submit to company. Contractor shall ensure compliance to these guidelines and other recommendations from Company as well as lenders. Contractor shall actively participate in internal and external audits on their social and welfare facilities.

#### **4.17 Sanitary Facilities**

Contractor shall comply with OSHA 29 CFR 1926.51 on required sanitation facilities. The Contractor shall provide drinking water, sanitary toilets, urinals, washing faucets or washbasins, dressing lockers, change rooms, separate eating place and rest room for the use of employees at contractors' own cost. Drinking water points should be located closer to workers. Common cups should not be used to serve drinking water.

Washing faucets and urinals must be located closer to workers, besides the toilet rooms. Shower baths must be provided if employees come in direct physical contact with chemicals. Toilets, lockers, and eating-places must be kept clean. Liquid soap in dispensers or soap cake and individual paper towels should be available all the time. A shelter room with cool drinking water should be provided closer to employees exposed to heat stress.

Sewage generated by Contractor shall be collected and disposed on a regular basis by Contractor hired KEPA approved waste transporter. Waste manifests shall be maintained by Contractor.

Contractors' dining facility shall be provided with tables, chairs, and air-conditioning system. Dining room shall be cleaned and maintained in good hygienic condition.

Cleanliness and hygiene of the cooking area/kitchen/dining facilities shall be maintained by Contractor and checklist shall be developed by Contractor to monitor the facilities.

Contractors shall submit site sanitation plan for their site offices and their workers working locations. This will be reviewed and approved by Environment and respective Safety Teams.

#### **4.18 Housekeeping and Hygiene**

During the performance of the work, Contractor shall keep a reasonable degree of order by disposing of accumulated rubbish and excess material.

At the completion of the work, Contractor shall clear the site of all debris, leftover, tools, consumable supplies, and materials. Any site remediation required due to Contractor's activities shall be their responsibility. However, waste generation shall be disposed on periodical basis to avoid accumulation and other consequences at one location.



Where Contractor, after due notice, fails to keep the area of its work reasonably clean and safe, or fails to clean this area at the completion of the work or during the execution of work as and when required, Company may perform this work and deduct the cost from the sum due or to become due to Contractor. This is also applicable for Contractor's yard / site.

Contractor shall maintain and ensure that Company Hygiene procedures such as Occupational Health Management ref.no. KIPIC/ZOR/HSE/HE/1601, Industrial Hygiene Program Qualitative Exposure Assessment ref.no. KIPIC/ZOR/HSE/HE/04, Industrial Hygiene Quantitative Exposure Assessment ref.no. KIPIC/ZOR/HSE/HE/05 are implemented and adhered.

#### **4.19 Storing Fuel and Refuelling on Company Premises**

Storing of fuel inside KIPIC facilities is not advised. Contractors' vehicles and equipment shall be refueled using fuel tankers with proper precautions as mentioned in the KIPIC procedures on "Chemical Hazard Management ref. no. KIPIC/ZOR/HSE/HE/1602".

In unavoidable circumstances, Contractor may approach Company with the request for storing fuel at Contractors' yard. The request shall have details like quantity required, area of storage, Hazard identifications, precautions in place, etc.

Contract's Superintendent in consultation with Site Safety, ENV & CSR and fire team shall review the request and take decision. Company may reject the request considering hazards and risks associated with storage.

#### **4.20 Pandemic Situation**

KIPIC is committed to protecting the health and safety of all workers including Contractors, subcontractors, and workplaces during pandemics. In pandemic situations, Contractor shall follow advisories, instruction from KIPIC, MOH and WHO whichever is more stringent at their own cost without any claims to Company.

#### **4.21 Minimum HSSE Reports & Record Requirements**

##### **4.21.1 HSSE performance reporting**

HSSE performance reporting provides a means of assessing the effectiveness of HSE efforts. Contract shall report both leading and lagging indicators on the project.



HSSE statistics should be reviewed and analyzed by Contractor, Contract's Superintendent and site safety team to ensure effectiveness of the efforts and advise additional controls as appropriate.

Following minimum report shall be submitted by Contractor to the Company.

#### **4.21.2 Contractor's Monthly HSSE Statistics Report**

This report typically contains manhours, incidents, accidents data, training, and audits etc. (Refer Appendix – G). Contract's Superintendent shall forward this report to site safety teams on or before second working day of the month for compilation and further reporting.

#### **4.21.3 Contractor's Monthly Environmental Report**

This report (refer to Appendix – H) should typically contain details of Wastewater Generation, Details of Solid / Semi Solid Waste, Environmental Incident, Environmental Audits and inspections, Environmental Awareness Training to employees, details of resource consumption.

### **4.22 HSSE Performance, Reward and Penalties**

#### **4.22.1 Contractor's HSSE performance evaluation**

A periodic (quarterly) evaluation on Contractor's HSSE Performance within the duration of their contract in the Company will be coordinated by the 'Owner of the Contract' by utilizing the evaluation form depicted in Appendix – I. This periodic HSSE Evaluation Report will be used as reference in various purposes such as recommendation for incentive reward, Contractors' HSSE Performance profiling.

Contractor representative/Project Manager/Contract Management Executive shall be held responsible for Contractor's poor HSSE performance. Company reserves the right to take action against him/her including termination. Good HSSE performance of Contractor Representative shall be one of the Prime Criteria for future prospects at COMPANY.

During calculation of Contractor HSSE Performance, it is the responsibility of Main Contractor to include subcontractor details (as per Appendix F, G & H) also for their cumulative performance.

#### 4.22.2 HSSE infringement and penalty scheme

All Contractors and subcontractor employees working in Company-controlled areas shall comply with the contractual requirements and Company HSSE MS. Violation of these requirements shall be dealt according to penalty system for Contractors, as depicted in Appendix – J. The categorization of infringement, whether major or minor shall be done by respective HSE and security teams considering severity and criticality of violation.

Infringement report will be issued by HSE and security teams to the Company representative (Owner of the Contract) by using the 'Infringement Report Form' in Appendix – K. Contractor shall investigate the violations, find root causes, and avoid repetition. The Superintendent or owner of the Contract shall take necessary action and provide feedback to initiator of the infringement.

### 5. HSE Management During De-Mobilization & Close Out Phase

The objectives of de-mobilization and close out phases are to ensure that:

- a) Hazards associated with these phases are adequately addressed.
- b) Agreed procedures, standards, and guidelines relevant to implement HSE risk controls are followed.
- c) Issues relating to post-contract liability if any are taken into account and addressed.
- d) To provide feedback to improve the contracting process.

#### 5.1 Demobilization and Site Restoration

The Contractor shall assure that the demobilization is conducted according to the HSE Plan, and that roles and responsibilities are clearly understood and complied with throughout this phase. Restoration of facility in its original form shall be top priority. The hazards associated with demobilization shall be reassessed, new hazards to be identified, and controls should be implemented to minimize the risks. The HSE plan shall be modified accordingly. Assurance shall be sought that the appropriate organizational structures remain intact until associated activities have been completed.

HSE Clearance Certificate (Refer Appendix – L) shall be issued by Company upon completion of all site restoration related activities to the satisfaction of KIPIC.

## 5.2 Record Keeping & Documentation

KIPIC HSSE MS, as well as Contractor's own HSSE MS and contractual scope demands for maintaining several documents and records such as incident, accidents, fire, KPI's recommendation, and training etc. The sample list is attached in Appendix – M.

Contractor shall develop list of all the records to be maintained during contract tenure as per their contract scope and submit to Company for their approval. The list shall be revised as appropriate. Contractor shall present this data whenever requested by Company.

## 5.3 Final HSE Evaluation & Close-Out Report

Contractor's HSE Performance shall be evaluated jointly by the Superintendent of Contract and HSE Group. Contract Superintendent shall initiate the process and coordinate with HSE Group to carry out this evaluation. Contracts shall be closed out with a report of HSE Performance and lessons learned, providing feedback for future reference and improvements. Refer Appendix – N for the guidance template for 'Contract HSE Performance / Close-out Report'.

The HSE close-out data shall be recorded and made accessible for future reference. A documented record of HSE performance shall be kept for each Contractor.

These final HSE Evaluation reports shall be kept as a record by the Superintendent of the contracts and copy shall be sent to commercial and other Group/Teams involved.

## 5.4 Compliance to this Document (Audit Requirements)

Contractors' compliance to this document shall be checked initially before premobilization for all contracts (Category-A, Category-B) as mentioned in clause #3.5.

Subsequently, all Category-A contracts shall be audited on yearly basis by Contract's Superintendent and HSE group. The checklist given in Appendix – C and Appendix – R should be referred as a guideline. The frequency of audit should be increased in case, Contractors' compliance to requirement of this document is not satisfactory.

The need of auditing Category-B contracts on yearly basis should be decided by Contract's Superintendent and respective site HSE teams based on risks involved in scope of work and contractors HSE Performance.

## 6. Deviation Process

Deviations from this procedure must be authorized by concerned DCEO in consultation with Manager-HSE. Deviations must be documented, and documentation must include relevant facts supporting the deviation decision.

## CHAPTER 03 HSE REQUIREMENTS FOR CATEGORY-A CONTRACTS

### 1. Introduction

This chapter and requirements shall be applicable to all Maintenance, O & M, EPC and EPCC contracts, as most of the critical activities are executed under these types of contracts. Respective contract superintendent shall ensure compliance to these requirements executed under their respective groups.

Company may have contracts other than mentioned above, which may also have critical activities. Table #2 below lists such scope of works. Any contract which involves these types of activities shall be categorized as Category-A and shall follow requirements mentioned under this chapter.

Any other type, which is not mentioned below may be categorized as Category-B.

**Table #2**

S. No.	Scope/Type of Works
1	Civil Works <ul style="list-style-type: none"> <li>• Soil and Earth Works</li> <li>• Construction Works</li> <li>• Road and dykes' construction and maintenance</li> </ul>
2	Tanks for Petroleum products <ul style="list-style-type: none"> <li>• Tank Construction and Repair</li> <li>• Cleaning Services for Tanks and Pipe Trenches</li> <li>• Special Services on Tanks / Vessels</li> </ul>
3	Piping, Valves and Associated Works <ul style="list-style-type: none"> <li>• Field and Site Pipe Welding and Erection Works</li> <li>• Valves overhauling and reconditioning</li> <li>• Special Services</li> <li>• Hot Tapping &amp; Stoppling</li> </ul>
4	Plant Installation & Maintenance <ul style="list-style-type: none"> <li>• Plant installations and integrated project execution including civil, mechanical, electrical &amp; instrument work</li> <li>• Plant maintenance including mechanical, electrical &amp; instrument work</li> </ul>

S. No.	Scope/Type of Works
5	Industrial Coating and Plating <ul style="list-style-type: none"> <li>Garnet &amp; Grit / Shot Blasting and Painting</li> </ul>
6	Heavy Equipment
7	Industrial Cleaning Operations and Services <ul style="list-style-type: none"> <li>Chemical Cleaning</li> <li>Hydro jetting (Hydro Blast)</li> <li>Industrial Sewage Network Cleaning and Clearing</li> <li>Retention basins sludge removal, washing &amp; cleaning services</li> </ul>
8	Refinery Plant Maintenance and Services
9	Industrial Insulation & Refractory Works
10	Marine Services <ul style="list-style-type: none"> <li>Marine Construction and Repair</li> <li>Marine Vessels rental</li> <li>Under Water Inspection</li> </ul>
12	Catalyst handling service <ul style="list-style-type: none"> <li>Sculping, dumping, loading, and screening</li> </ul>
13	Operation and Maintenance Contracts
14	Scaffolding (Erection / Dismantling)
15	Warehouse Management (if scope includes chemical storage or crane operations)

## 2. Health, Safety, And Environmental Management System (HSSE MS)

Contractors shall have an HSE Management System (HSSEMS) that aligns with international standard while meeting KIPIC HSSE MS requirements. It is preferred that Contractors have the ISO certifications such as ISO 45001:2018, ISO 14001:2015 as part of their HSE Management System. However, Contractor HSSE Management System shall be sufficient to provide adequate controls and barriers for the risk profile of the project and work being carried out. In addition, the Contractor may have to develop its

own work procedures specific to the nature of the operations, work, or services in the contract, addressing the management of HSE hazards.

Where a Contractor intends to subcontract, the Contractor shall have a demonstrable robust subcontractor HSSE Management System, associated program in place, and implemented. The HSSE MS of main Contractor shall be applicable to Sub Contractors also.

O & M Contractors are involved in operational aspect of Refinery and LNGI facilities. In some cases, they may involve in work permits and associated services. These aspects shall be appropriately identified and included in Contractors HSSE MS.

The Contractors HSSE MS shall be approved by KIPIC's Contract's Superintendent and HSE Group. Contractor shall define revision process of their HSSE MS including frequency of revision. The revise HSSE MS shall be resubmitted, clearly summarizing the changes by highlighting them.

Appendix – O provides a generic guideline in the preparation of HSSE MS. The Contractor shall submit a copy of their approved HSSE MS to HSE Group. The Contractor Management shall commit resources and all necessary support to ensure the HSSE MS is implemented to the satisfaction of the Company.

### **3. Site HSE Organization & Responsibilities**

The Contractor's HSE plan should include site HSSE organization with respect to the overall site organogram. The Contractor's employee in-charge of HSSE should be among the top in the organogram and should have authority over other activities. Contractor shall ensure his/her availability at site and approval before commencement of any activities at site. Depending upon the types of the contracts, minimum strength/number of the Contractor's HSE personnel shall be as indicated in Appendix – P.

The requirement mentioned in Appendix – P is minimum. In addition, Contractor shall make arrangement for mobilization of additional HSE manpower to cater needs due to:

- a) Shutdowns
- b) Shift works
- c) Geographical location of work activities
- d) Leave replacements

Any termination of HSE personnel by contractor shall be approved by respective HSE teams and contract superintendent. Replacements for all such approved HSE personnel shall be ensured by Contractors before they are demobilized. The replacement shall also be ensured in case approved personnel are resigning or going on leaves exceeding two weeks.

The number of overall employees mentioned in Appendix – P represents the maximum number of Contractor employees estimated to be engaged at the site on any day (i.e., including all 24-hours shifts, base, work order and lumpsum manpower) by the Contractor and their subcontractor. In case of block shutdown or turnaround when the Contractor is required to bring in additional manpower, the number of Contractors HSE Personnel shall be increased as per Appendix – P.

No compensation will be made by the Company for the deputation of additional Contractor's HSSE Personnel.

All HSE manpower should preferably be included under base manpower of the contract.

Overall expected manpower shall be considered while preparing mobilization plan. Contractor shall ensure availability of appropriate manpower for site supervision as well as document/procedure preparations.

On the non-conformity or failure to meet this requirement, a penalty of Kuwaiti Dinar 100/- per person per working day delay on the mobilization of HSSE personnel shall be imposed to the Contractor.

Refer to Appendix – Q for the guidelines on the educational qualifications and work experience for HSE Personnel.

#### **4. HSE Inspection / Audit**

Inspection and audit provide the methods for monitoring Contractor HSE activities. Regular inspections provide the day-to-day means of checking compliance with contract requirements. Audit provides the more formal and comprehensive assessments of adherence to the written framework of the contract and HSSE MS. KIPIC's HSE AUDIT, INSPECTION AND SITE PERFORMANCE ASSESSMENT PROCEDURE KIPIC/ZOR/HSE/TS/1401 shall be implemented as applicable for HSE Audit and inspection Process.



Management's involvement in carrying out these audits and inspections is key to success of this program. It provides excellent opportunities to:

- a) Convey management HSE commitment and leadership messages to the workforce.
- b) Physically verify the correctness of formal progress and achievement report.
- c) Improve overall HSE culture of the Company.

Contractor shall have well defined audit/review program for work including that of their subcontractors. The detail audit/Inspection program shall be developed by Contractor and submitted along HSE Plan for Company approval. This program shall be applicable to Sub Contractors also. The program shall as a minimum include:

- a) HSSE MS Audits
- b) Theme audits
- c) HSSE Training audits
- d) Inspections details
- e) Social and welfare audits
- f) Frequencies of these inspections and audits
- g) Audits and inspections by Contractors Corporate Management
- h) Audit by Site Management (once in two weeks)
- i) HSE Engineers/HSE Supervisor (Inspections Daily, Audits weekly)
- j) Job Engineers and Job Supervisors (As per Contractors plan)
- k) Third party audits if any
- l) O&M Contractors shall include any specific audits related to operational aspects of the facilities.

The details provided above is guidance. This shall be used as a reference for developing audit program. The risks involved in contract execution should be factor in developing program. Contractors' top management (such as CEO, DCEO, Corporate Managers) should increase their audits/inspection frequency incase the performance of the Contractors is not satisfactory. Contract's Superintendent shall use audit and inspection reports, incident records as an indicator, and advise Contractors top management for more frequent inspections and audits. The documented evidence of these audits and inspections shall be available to the KIPIC together with the follow-up action taken.

#### **4.1. Effectiveness of HSE Audits & Inspection**

The results of audits shall be used by Senior Management and Contract's Superintendent to determine the current adequacy and effectiveness of the HSSE management system and HSE plan in meeting the KIPIC and contractual Standards and managing HSSE risks. Competent personnel shall be assigned with roles and responsibilities to implement/maintain and monitor the effectiveness of the HSSE audit processes.

Detailed assessment of inspection and audits findings should be conducted to identify non compliances and major areas of concerns. The reports shall be presented and discussed in quarterly meeting with Contract's Superintendent Manager meeting.

#### **4.2. KIPIC'S Inspection and Audits**

Inspection and audit are the primary responsibility of the Contractor. However, KIPIC Contract's Superintendent, HSE Group and KIPIC appointed parties such as PMC, Lenders, KPC may carry out inspections and audit as per KIPIC HSE AUDIT, INSPECTION AND SITE PERFORMANCE ASSESSMENT PROCEDURE KIPIC/ZOR/HSE/TS/1401.

Generally, inspection will be conducted without any notification. All Contractors shall participate in the inspections and audits.

All requested document and evidence shall be presented by Contractor during audit.

The recommendations shall be tracked and closed to the satisfaction of auditor without any cost or time impact on the Company.

### **5. Working Conditions**

Contractor shall be responsible for ensuring safe working conditions of its employees and for immediately correcting any hazard that arises in the performance of the Work. Contractor shall perform all work in safe manner and shall ensure to assess and assign the required number of supervisors as per the job requirement. Especially lone working should not be permitted unless, unavoidable but covered with adequate safety measures in the Risk Assessments.

### **6. Critical Tasks Procedure**

Based on the scope of work, the Contractor shall identify all critical tasks. Method statements/ Critical tasks procedure shall be developed by Contractor for these identified tasks. Based on the approved method statement/critical task procedure Work permit risk

assessment shall be conducted. Contractor is responsible to ensure that the process of identification of critical tasks, preparation and approval of method statement and subsequent risk assessment is completed well ahead of time to ensure activities are not delayed.

The important aspect of method statement and WPRA should be translated in workers language for easy understanding. All workers involved in the activity shall be trained on the findings of method statement and Risk assessment.

## **7. Fire Fighting Equipment**

Contractors shall furnish all portable fire extinguishers and safety equipment required during project execution. The fire extinguishers shall be certified, and proper tag / sticker shall be provided by the Contractor.

Contractors shall not use, alter, or move Company firefighting equipment. Firefighting equipment shall be accessible at all times. In the event of a fire, Contractor shall move Contractor's employees away from the vicinity of the fire and out of the way of firefighting activities in an orderly manner.

Contractors shall ensure the requirements of firefighting equipment and its healthiness & integrity, Fire watch personnel availability prior to start of any HOT work activities at all workplaces which shall be addressed in WPRA and monitored the compliance. Fire Extinguisher assigned with Vehicles and equipment shall not be used at work sites or for offices and vice versa.

## **8. Contractor Site offices**

The design and material of Contractors site offices shall meet KIPIC Engineering Standards. Contractors shall submit these details along with plot plan of site office facilities to Company for approval. Contract's Superintendent shall include these requirements in the contract. The office facilities shall be inspected by KIPIC custodian, Engineering Group, Site safety and, ENV & CSR teams before occupancy.

## **9. Environment & CSR Rules and Procedures**

Contractor should be familiar and continuously comply with all applicable HSSE procedures, codes, standards, International Finance Corporation (IFC) Standards and Kuwait Environmental laws and regulations applicable to the work.

The ultimate aim is to control pollution at source, handle and dispose the waste in an environmentally friendly manner thereby protecting the environment.

### **9.1. Liquid Effluents**

The liquid effluent if generated, while carrying out the contracted job and related activities at work site, shall be managed with systematic, controllable and accountable manner to reduce associated environmental risks to an acceptable level as per Company procedure on monitoring wastewater treatment and disposal no. KIPIC/ZOR/HSE/ENCSR/1501.

### **9.2. Handling of Chemicals**

The Contractor shall comply to Kuwait EPA Decision no. 5 for the year of 2016 issued for Executive Bylaw on "Management of Chemical Substances" and abide by the environmental conditions and criteria stipulated therein.

### **9.3. Auto Exhaust Emission**

Vehicle used for carrying out the contracted job by Contractors shall meet the auto exhaust emissions standards as mentioned in the Company Procedure for Air and Noise Pollution Monitoring and Control – Ref. no. KIPIC/ZOR/HSE/ENCSR/1507.

Contractor shall perform annual emission checking / monitoring of all vehicles exhaust in KIPIC facilities by a KEPA approved party and submit the report to Company Environment & CSR Team through the Company representative.

### **9.4. Waste Management System**

Contractor shall ensure their full compliance to Company Solid Waste Management Procedure – Ref. no. KIPIC/HSE/ENCSR/18/1509. The following Waste Tracking Scheme shall be administered to effective document (and audit) the record of handling, transfer and disposal of waste substances arising out of Contractor's activities:

A license from K-EPA shall be obtained by the Contractor in order to collect and transfer waste to comply with Kuwait EPA Decision No. 6 for the year of 2017 issued for Executive Bylaw on "Management of hazardous, medical, municipal solid wastes and sludge". The license shall have a validity date. For further details refer the Environmental Legislative Compliance Register KIPIC/HSE/ENCSR/20/1520.

The Contractor shall ensure that a KIPIC approved Safety Data Sheet (SDS) is available at work site for all the hazardous material, chemicals, handled by the Contractor.

Appropriate Waste Transportation Manifests shall be used as per Company Solid Waste Management Procedure – Ref. no. KIPIC/HSE/ENCSR/18/1509. The type of waste and its quantity and quality should be specified in manifest along with other details.

Contractor should handle the export of dangerous / hazardous wastes (which are generated from KIPIC facilities) as per Kuwait EPA Decision No. 6 for the year of 2017 issued for Executive Bylaw on "Management of hazardous, medical, municipal solid wastes and sludge" and "Basel Convention" on the control of trans-boundary movements of hazardous wastes and their disposal.

Contractor shall submit necessary record of documents such as weighbridge ticket, waste transportation manifest to COMPANY representative on a monthly basis along with Contractor Monthly Environmental Report (Appendix – H) and the same shall be maintained all the time for verification.

### **9.5. Clean-Up Activities**

The Contractor is responsible for clean-up or remediation activities and cost incurred in case of any waste (hazardous/non-hazardous) leak or spillage due to their activities within Company premises or outside the road/any other places while shifting the wastes.

The Contractor will be responsible to contain the releases/pollution caused due to their activities/negligence within Company premises and outside.

Contractor shall comply with Guidelines for handling Inland Contaminated Soil and Spill Chemicals ref. KIPIC/ZOR/HSE/ENCSR/1512.

### **9.6. General Environmental Work Practices**

Contractor shall only use environmentally friendly material. Guidance on environment friendly building materials as available on Company Industrial Hygiene Procedure on Indoor Environment Quality, Ref. no. KIPIC/ZOR/HSE/HE/1604 during Construction, Renovation & Demolition of Buildings shall be followed.

The Contractor shall follow the Engineering & Environmental requirements of industrial sector (petroleum and Refinery / Petrochemical / LNGI industry activities) as mentioned in Kuwait EPA Decision No. 2 for the year of 2017 issued for Executive Bylaw on "the Engineering & Environmental requirements for the facilities in the state of Kuwait"

Contractor shall review all relevant activities and develop an Environmental Aspects Impacts, Risk & Opportunities Register. All the Contractor's employees working at site should be aware of environmental aspects of the task and their impact on environment. Further refer and comply with the Procedure for Identification & Evaluation of Environmental Aspects, Impacts, Risk & Opportunities, KIPIC/ZOR/HSE/ENCSR/1511. Contractor shall keep a dedicated file for Environmental Management Systems (EMS) comprising of the following:

- a) List of significant aspects associated with their activities along with controls.
- b) Company HSSE Policy
- c) Training records of their employees

The Contractor shall be responsible at his own cost for disposal of Contractor's activity generated garbage, sewage, waste, solid waste, surplus excavated materials, etc. to dump yard outside the Refinery / Petrochemical / LNGI facilities area which is approved by the Company and Kuwait Environmental Public Authority (K-EPA). The Contractor shall take necessary action at his own cost for any treatment required as per K-EPA and Company Environment Management System and Procedure. A detailed report on this activity shall be submitted to the Company.

## **10. Occupational Health Guidelines**

### **10.1. Industrial Hygiene**

- a) Contractor shall make all arrangements for close adherence to Occupational Health requirements and guidelines of Kuwait Labor law, K-EPA, Ministry of Health and Governmental Agencies and Company standards and guidelines that are already published, and as and when they are amended or come up based on inspection and audits.
- b) Implementation of the above requirements may need qualified personnel, measurement devices and other resources which Contractor shall arrange at its own expense.
- c) Contractor shall be responsible for:
  - i. Indoor environment quality of buildings under their control shall be as per Company Industrial Hygiene procedure on Indoor Environment Quality – Ref. no. KIPIC/ZOR/HSE/HE/1604.

- ii. Portacabin and other facilities shall meet Company specifications and shall be approved by Superintendent or Owner of Contract prior to site mobilization / occupation.
- iii. Sanitary facilities under their control
- iv. Personal exposure monitoring.
- v. Maintenance of industrial hygiene records as per Company standards and requirements.
- vi. Training and awareness of their employees on occupational hygiene issues.
- vii. Participate in occupational health audits, inspections, and surveys as per the program laid down by Company.
- viii. Implementing the program for its subcontractors.
- ix. Conducting annual campaigns (as per contract scope and KPI's). The audit, inspections findings should be used as basis to decide topic of the campaigns.

CONTRACTOR shall develop and implement the following programs as per COMPANY standards.

### **10.2. Chemical Hazard Management and Communication Program**

Several chemicals may be purchased, used, and supplied by Contractors during contract execution as per contractual scope. These chemicals with their SDS shall be approved by HSE Group. All employees engage in chemical handling shall be aware of hazards and risk involved with respect to these chemicals. KIPICs requirement with respect to chemical hazard management and communication has been detailed in KIPIC procedure on:

- Chemical Hazard Management Ref. no. KIPIC/ZOR/HSE/HE/1602
- Chemical Hazard Communications ref. no. KIPIC/ZOR/HSE/HE/1619

In some cases, an existing approved chemical may be declared prohibited by regulatory authority. Contractor shall stop usages of such chemicals and provide alternate which is acceptable to Company.

### **10.3. Respiratory Protection Program**

Contractor shall comply with Company Respiratory Protection Program - KIPIC/P&F/HSE/HE/1612. In general, Contractor shall ensure that Respiratory hazards



are identified at workplace and all employees have been trained and training records are maintained.

Approved types of respiratory protective equipment are provided to the employees exposed to respiratory hazards.

#### **10.4. Hearing Conservation Program**

Contractor shall comply with KIPIC Hearing Conservation Program and for more details please refer Noise exposure control and Management procedure ref. no. KIPIC/ZOR/HSE/HE/1609. Contractor shall ensure that

- a) Personal monitoring of all employees working in the identified high noise areas has been done. (Advice of the Company representative can be availed if required).
- b) Approved types of hearing protection equipment are issued to all employees working in high noise areas.
- c) Employees working in high noise areas are trained on use of hearing protective equipment and the hazards on noise.
- d) Annual audiometric tests are carried out as per relevant clause of above procedure and records are maintained.

#### **10.5. Ergonomics Program**

Contractor shall comply on Industrial Ergonomics requirements as specified under procedure Industrial Ergonomics. Contractor shall ensure that ergonomic hazards are dealt, personnel are trained, workstation and working spaces are ergonomically provided. For more details, please refer Company procedure on Office Ergonomics ref. no. KIPIC/ZOR/HSE/HE/1603 and Industrial Ergonomics Ref.# KIPIC/ZOR/HSE/HE/1607.

Contractor shall implement control measures as recommended by the Company and regulatory requirements.

#### **10.6. Occupational Medicine**

##### **10.6.1. Medical examinations**

Contractor shall ensure that all Contractor personnel are healthy, fit, and suitable in every respect. Contractor shall ensure that all Contractor personnel undergo medical examinations as required by the State of Kuwait and as per KIPIC requirements. The KIPIC requirements for medical examinations are captured in following documents:

- a) Periodical medical examination (KIPIC/ZOR/HSE/HE/1624)
- b) Medical examination for working in confined spaces (KIPIC/ZOR/HSE/HE/1623)

Medical examinations, maintenance and provision of medical certificates and records shall be at Contractor's cost.

Reports of these examination shall be submitted to KIPIC Health team through Contract's Superintendent. All records shall be maintained by Contractor till completion of the project.

#### **10.6.2. Natural death cases:**

All Death cases on the KIPIC project shall be reported to Contract's Superintendent immediately. These cases shall be investigated to find out root cause. Contractor shall maintain data such as medical/postmortem reports, death certificate etc. for all natural death cases.

#### **10.6.3. First aid kit and nurses**

The Contractor shall provide first aid kits at the rate of one for every 50 employees. The first aid kits shall contain minimum items such as antiseptics, bandages, and medicines etc. with valid expiry date at all times. The first aid kit shall be placed in a visible point at the workplace, within the reach of workers. The first aid shall be administered by the nurse (if available) or trained first aider. The Contractor / nurse must maintain date wise records of work-related injuries and illnesses and cases to which first aid is given.

Clinic room shall be maintained in good hygienic condition. Contractors shall arrange adequate number of first aiders & first aid training programs & its frequency compliance shall be monitored in-line with MOH approved third party Medical Training centers.

### **11. Emergency Response**

Despite having various levels of controls in place, emergencies like Gas leaks, Fires and explosions etc. may occur at KIPIC. KIPIC has well defined Emergency Management System KIPIC/PPL/S&F/FIR/1201 and Emergency Response Plan (ERP) KIPIC/PPL/S&F/FIR/1203 to handle these emergencies. While working in any of KIPIC facilities, Contractor shall follow these procedures and act accordingly.

Contractor shall develop their own (ERP) as per their scope of works and submit for company approval within 60 days or commencement of activities whichever is earlier.

Contractor shall ensure that Contractor and Subcontractor employees clearly understand their responsibility for an appropriate emergency response as per the Company ERP and Evacuation Plan through awareness / refresher training and Safety Talks. Contractor shall conduct periodic drills of its ERP in consultation with KIPIC ERP Drill Administrator. ERP performance monitoring shall be done by KIPIC site Fire Team along asset custodian and other concerned involved in this task.

Contractor shall develop and distribute list of emergency role player to all concerned as appropriate.

## **CHAPTER 04 HSE REQUIREMENTS FOR CATEGORY-B CONTRACTS**

### **1. Introduction**

The contract with the scope not included in Table #2 given in Chapter# 3 may fall in this category. These are contracts with comparatively lesser risks than Category-A contracts. However, scope of work of these contracts with respect to criticality of work may be reviewed by HSE group to further categorize them as Category A.

This section defines minimum HSE requirements for category B contracts. All contractors shall strictly comply to these requirements and others as mandated by Company HSSE MS, regulatory laws and their own HSSE MS (whichever more stringent).

### **2. HSSE MS System of Contractors**

The requirement of Contractor's HSSE MS shall be identified during mobilization phase. Contractors' management shall be fully aware of requirement, their roles, and responsibilities as per HSSE MS. Appendix – O provides a generic guideline in the preparation of HSSE MS. The Contractor shall submit to HSE Group a copy of the final approved HSSE MS.

### **3. Contractors' HSE Personnel**

HSE manpower requirement and their qualifications and experience requirements for low-risk contracts is stipulated under Appendix – P and Appendix – Q respectively. Contractor shall ensure availability of these manpower while executing the contract. These personal shall be approved by respective HSE teams before mobilizing them at site. The approval process is explained in Chapter 2 clause # 3.3.

#### 4. HSE Inspection and Audits

Contractors HSE staff, management and other key personnel shall carry out HSE audit and inspection to ensure compliance to contractual requirements. Minimum requirements are listed below:

KIPIC shall also carry out audits and inspection as part of KIPIC procedures KIPIC/ZOR/HSE/TS/1401. Contractor shall positively participate and take action on findings within the allocated time. Persistent poor performance shall need Contractors' top management interference to ensure compliance to KIPIC HSSE MS. Company representative and site safety teams should advise Contractors top management to carryout audits and inspections as appropriate. The report of such audits shall be submitted to Company for information.

#### 5. Emergency Response Plan (ERP)

KIPIC have well define Emergency Response Plan (ERP) to handle any emergencies at KIPIC sites. While working in any of KIPIC facilities, Contractor shall follow these procedures and act accordingly.

Low Risks Contractor may not need to develop their own ERP. However, Contractor shall ensure that Contractor and Subcontractor employees clearly understand their responsibility for an appropriate emergency response as per the Company ERP and Evacuation Plan through awareness / refresher training and Safety Talks. Contractor shall conduct periodic drills of its ERP in consultation with KIPIC ERP Drill Administrator. ERP performance monitoring shall be done by KIPIC site Fire Team along asset custodian and other concerned involved in this task.

Contractor shall develop and distribute list of emergency role player to all concerned as appropriate.

#### 6. Health, Environment & CSR Rules and Procedures

Contractor shall make all arrangements for close adherence to Occupational Health requirements and guidelines of Kuwait Labor law, K-EPA, Ministry of Health and Governmental Agencies and Company standards and guidelines.

- a) Contractors' workplace shall strictly follow Company's Indoor Environment quality program KIPIC/ZOR/HSE/HE/1604 and Office Ergonomics KIPIC/ZOR/HSE/HE/1603

- b) Contractor shall carry out personal exposure monitoring wherever required. Appropriate actions shall be taken based on the results such as providing hearing protection
- c) Conduct annual campaigns
- d) SDS of all chemicals used at site shall be approved before mobilization. KIPIC procedure on Chemical Hazard Management KIPIC/ZOR/HSE/HE/1602 and Chemical Hazards Communication KIPIC/ZOR/HSE/HE/1619 shall be referred.
- e) Contractor shall carry out medical tests as required to successfully carry out assigned tasks such as PME, PEM, CSEA etc.
- f) All natural death cases on the project shall be reported to Contract representative.
- g) Contractor shall provide first aid kits at the rate of one for every 50 employees. The first aid shall be administered by the nurse or trained first aider. The Contractor must maintain date wise records of work-related injuries and illnesses and cases to which first aid is given.

## APPENDICES

Sr.	Appendix	Titles	Links
1	APPENDIX – A	CV Evaluation Form for HSE Personnel	<a href="#">Link</a>
2	APPENDIX – B	Generic HSE Plan Checklist	<a href="#">Link</a>
3	APPENDIX – C	Contractor's Pre-Mobilization Audit Checklist	<a href="#">Link</a>
4	APPENDIX – D	Certificate for Contract HSE Readiness for Commencement	<a href="#">Link</a>
5	APPENDIX – E	KIPIC HSE Procedures List	<a href="#">Link</a>
6	APPENDIX – F	Contractor's HSSE KPI Score Board	<a href="#">Link</a>
7	APPENDIX – G	Contractor's Monthly HSSE Statistics Report	<a href="#">Link</a>
8	APPENDIX – H	Contractor's Monthly Environmental Report	<a href="#">Link</a>
9	APPENDIX – I	Contractor's HSSE Performance Evaluation Checklist	<a href="#">Link</a>
10	APPENDIX – J	Penalty System for Contractors	<a href="#">Link</a>
11	APPENDIX – K	Infringement Report Form	<a href="#">Link</a>
12	APPENDIX – L	HSE Clearance Certificate for Site Restoration	<a href="#">Link</a>
13	APPENDIX – M	Minimum HSE Records List	<a href="#">Link</a>
14	APPENDIX – N	Contract HSE Performance / Close-Out Report	<a href="#">Link</a>
15	APPENDIX – O	Generic HSSE MS Preparation Guidelines	<a href="#">Link</a>
16	APPENDIX – P	HSE Manpower Strength & Requirements Guidelines	<a href="#">Link</a>
17	APPENDIX – Q	HSE Personnel Qualifications & Experience Guidelines	<a href="#">Link</a>
18	APPENDIX – R	Contractor's Compliance Review Checklist	<a href="#">Link</a>
19	APPENDIX – S	Work Method Statement/Critical Task	<a href="#">Link</a>