HBC	MANAGEMENT REVIEW MINUTES	Effective Date: 14 January 2026	
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MEETING LOCATION :	MEETING DATE:	MEETING TIME:
HBC Meeting Room	01 September 2026	3:00 PM
PREPARED BY: Karla Caballero	**MEETING NO.: 05**	

ATTENDED BY:

NAME	DEPARTMENT	SIGNATURE
Mr. Osama Daham	Top Management	
Mr. Muhammad Zafar Iqbal	Finance & Corporate Services (Management Representative)	
Mr. Mohsen Chami	Construction	
Mr. Azmi Ajir	Tender & Engineering	
Mr. Damodhar Zamuni	Construction – HSE	
Mr. Karla Caballero	Corporate Services	

SN	MINUTES	RESPONSIBLE	DEADLINE
1	The CEO opened the meeting and welcomed the attendees, emphasizing the importance of conducting the management review of the Quality, Health, Safety and Environmental Management System (QHSEMS). Highlighting the following: - the importance of reviewing the organization's QHSE performance, - the findings of the recent audit, and opportunities for continual improvement to ensure that the management system remains effective and suitable for the company's current and future operations.	Mr Osama	-
2	The MR presented a review of the findings and actions arising from the previous audit. The status of the previous audit observations and the progress made in addressing the identified areas were discussed. - The importance of maintaining compliance and ensuring that identified actions are properly followed up and closed.	Mr Zafar	-
3	The MR presented and discussed the findings and observations from the recent audit. The following positive observations were highlighted: - Commitment to Quality and Safety. - Document and Record Control. - Housekeeping and QHSE Practices: Overall, good housekeeping and QHSE practices were observed during the audit. Personnel were generally maintaining a safe, clean, and orderly working environment. The positive observations and efforts of employees in maintaining effective QHSE practices were recognized and encouraged by the management.	Mr Zafar	-

4	Discussed the requirement for a competent and effective HSE Officer to strengthen HSE documentation and reporting activities. - Appointing or assigning suitably qualified HSE personnel with strong documentation and reporting skills.	Mr Zafar / Mr Mohsen / Mr Damodhar	
5	Discussed the ongoing restructuring of the company and the planned addition of personnel to support the organization's operations. - Expressed confidence that the additional personnel will strengthen the company's quality management system, improve QHSE implementation, and enhance the overall effectiveness of the organization's processes. - The restructuring is expected to provide additional support for proper documentation, monitoring, reporting, and continual improvement of the QHSEMS.	Mr Osama / Mr Zafar	
6	Discussed organizational changes that may affect the Quality Management System, particularly in relation to the ongoing restructuring of the company. - The potential impact of changes in roles, responsibilities, reporting lines, and additional personnel on the existing Quality Manual and QHSEMS processes was considered. - Agreed that the Quality Manual and related procedures should be reviewed and updated where necessary to ensure they remain suitable, effective, and aligned with the revised organizational structure and operational requirements.	All	
7	Discussed opportunities to improve the effectiveness of the QHSEMS and its associated processes. - Emphasis was placed on strengthening implementation, documentation, monitoring, communication, and follow-up activities across the organization. - Agreed that continual improvement should remain a key focus, with particular attention to ensuring that QHSEMS processes are practical, consistently implemented, and capable of supporting the company's operational and quality objectives.	All	
8	Discussed the company's legal and regulatory compliance requirements in accordance with applicable UAE standards, laws, and regulations. - HBC is currently up to date with its applicable legal and regulatory requirements. - Emphasized the importance of maintaining continuous compliance and ensuring that any changes to applicable UAE legislation, standards, or regulatory requirements are monitored, communicated, and implemented as necessary. HBC will continue to ensure adherence to all applicable legal and regulatory requirements at all times.	All	
9	Emphasized the importance of continuing to encourage and obtain feedback from clients regarding the performance of project teams. - Client feedback will be used as an important means of assessing the effectiveness of the team's work, identifying areas for improvement, and maintaining service quality across all projects. - Agreed that client feedback should be consistently monitored and considered as part of the company's continual improvement process.	Mr Zafar / Mr Mohsen	

10	Discussed recommendations for improvement and other matters that may affect the effectiveness and continued suitability of HBC's Quality Management System. - Encouraged all departments to proactively identify areas for improvement and communicate any issues that may impact the quality, health, safety, and environmental performance of the company. - Suggestions from employees, clients, and other relevant parties will continue to be considered as part of the company's continual improvement process.	All	
11	Emphasize the importance of maintaining a good HSE and safety standing across all current project sites. - All project teams are expected to continue complying with applicable HSE requirements, maintaining safe working conditions, and implementing effective site safety practices. - Stressed the need for continuous monitoring of HSE performance and prompt action on any identified hazards, observations, or areas requiring improvement.	All	

• **ACTION ITEMS**			
1	Strengthen HSE documentation and ensure proper recording and follow-up of site observations.	HSE / Construction	Ongoing
2	Review staffing requirements and strengthen HSE and quality-related personnel resources.	Management	As required
3	Review the Quality Manual and related procedures following the company restructuring.	Management / QHSE	As required
4	Continue obtaining and monitoring client feedback for all projects.	Construction / Project Teams	Ongoing
5	Monitor applicable UAE legal and regulatory requirements and maintain compliance.	HSE / Management	Ongoing
6	Maintain good HSE performance and safety standing across all current project sites.	Construction / HSE	Ongoing
7	Identify and implement opportunities for continual improvement of the QMHSEMS.	All Departments	Ongoing
	Meeting adjourned at 4:00 PM. The next management review meeting is scheduled for 17 December 2026.	Ms. Karla	