PROCEDURE FOR ROLES AND RESPONSIBILITIES

Quality Management System (ISO 9001:2015)
Occupational Health & Safety Management System (ISO 45001:2018)
Environmental Management System (ISO 14001:2015)

FALCON MIDDLE EAST CONTRACTING AND GENERAL MAINTENANCE – SOLE PROPRIETORSHIP L.L.C.

Mussafah MW4, Plot 100 Abu Dhabi, United Arab Emirates

Document & Record Control

Document Reference Number	FALCON-PRO-05
Issued	01 April 2026
Effective	01 April 2026
Next Review	01 April 2027
Owner	QHSE Management Representative

Review and Approval

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Revision History

Revision	Date	Summary of Changes	Author
00	01 April 2021	Initial release	MR
01	01 April 2022	Reviewed	MR
02	01 April 2023	Reviewed	MR
03	01 April 2024	Reviewed	MR
04	01 April 2025	Reviewed	MR
05	01 April 2026	Reviewed	MR

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1. PURPOSE

This procedure establishes, assigns and communicates the HSSE roles, responsibilities, authorities and accountabilities for personnel involved in Contract D-111661/E (LTRA). It supports effective implementation of the Project HSSE Management Plan and ensures that health, safety, security and environmental requirements are integrated into planning, execution, supervision, monitoring and review of project activities.

The procedure is intended to ensure that personnel understand what they are required to do, who they report to, the limits of their authority and how HSSE concerns are raised and closed.

2. SCOPE

This procedure applies to Falcon Middle East Contracting & General Maintenance LLC (FME LLC), project management, engineering, HSE personnel, competent persons, supervisors, foremen, workers, subcontractors, suppliers and visitors while involved in or present at project activities.

The project scope includes, as applicable to individual work orders:

Excavation, trial pits, cable detection, trenching, dewatering, backfilling and reinstatement.
Installation, recovery, testing and commissioning of LV, 11 kV, 22 kV and 33 kV underground cables and associated equipment.
Cable jointing and termination, including testing and tagging.
Installation, maintenance, testing and replacement of distribution substation equipment, transformers, switchgear, RMUs and LV panels.
Overhead line (OHL) inspection, maintenance, repair and associated lifting or access activities.
Emergency and corrective maintenance works, including work requiring response outside normal working hours.

3. REFERENCES

Project HSSE Management Plan, Revision 04, Contract D-111661/E.
ADOSH-SF Version 4.0, particularly Element 1 (Roles, Responsibilities and Self-Regulation), Element 2 (Risk Management), Element 3 (Management of Contractors), Element 4 (Communication and Consultation), Element 5 (Training, Awareness and Competency), Element 6 (Emergency Management), Element 7 (Monitoring, Investigation and Reporting), Element 8 (Audit and Inspection) and Element 9 (Compliance and Management Review).
ISO 45001:2018 – Occupational health and safety management systems.
ISO 14001:2015 – Environmental management systems.
ISO 31000:2015 – Risk management guidelines.
TAQA T&D TDBL-HS-B-S-005 – Minimum HSE Requirements for Contractors.
TAQA T&D TDBL-HS-B-S-006 – TAQA T&D Safety Documents Standard.
TAQA T&D TDBL-HS-B-S-007 – TAQA T&D Permit to Work in Capital Projects.
TAQA T&D TDBL-HS-C-S-003 – Management of Change Procedure; ST.HS.01 – TQD Essential Safety Rules.
FME procedures listed in the Project HSSE Plan, including OP.HS.05 Risk Management, OP.HS.06 Incident Reporting and Investigation, OP.HS.07 HSE Communication and Stakeholder Awareness, OP.HS.12 PPE, OP.HS.14 LOTO, OP.HS.15 Excavation, OP.HS.18 Lifting, OP.HS.20 Hazard Demarcation, OP.HS.21 Working at Height and OP.HS.28 Safe Work on Roads.

4. DEFINITIONS AND ABBREVIATIONS

Term	Definition
HSSE	Health, Safety, Security and Environment.
HSE	Health, Safety and Environment.
TQD / TAQA	TAQA Distribution / TAQA Transmission & Distribution, as applicable to the contract.

CP	Competent Person appointed/recognized for defined duties and possessing the required knowledge, experience and authorization.
AP	Authorized Person appointed in writing by the relevant Authorization Officer for defined system safety duties.
PTW	Permit to Work.
LAP	Limited Access Permit.
LMRA	Last Minute Risk Assessment carried out immediately before the task.
MSRA	Method Statement and Risk Assessment.
PPE	Personal Protective Equipment.
RACI	Responsible, Accountable, Consulted and Informed.
Stop Work Authority	Authority and obligation of personnel to stop or suspend work where an unsafe condition or uncontrolled risk exists.

5. GENERAL REQUIREMENTS

HSSE responsibilities shall be assigned to personnel according to their position, competence, appointment and authority.

Line management retains responsibility for HSSE performance within the activities under its control. The HSE function advises, monitors, verifies and reports; it does not replace the operational responsibilities of project management and supervision.

No person shall undertake work requiring a specific competency, appointment, authorization or permit unless the required approval and evidence are valid.

All personnel shall comply with the approved HSSE Plan, approved MSRA, PTW/LAP conditions, TAQA requirements, applicable legal requirements and site instructions.

Work shall not commence until the work scope, hazards, risk controls, required permits, competent personnel, tools, equipment and emergency arrangements have been confirmed.

Responsibilities shall be reviewed when there is a change in organization, personnel, work scope, work location, risk profile or applicable requirements.

6. ORGANIZATION, AUTHORITY AND REPORTING LINES

The project organization and reporting arrangements shall be communicated during mobilization and induction. The General Manager provides company-level leadership and resources. The Project Manager has overall project HSSE accountability and coordinates with TAQA. The Project Engineer and Site Engineer manage safe execution of assigned work. The HSE Engineer provides HSSE advice, monitoring, inspection, reporting and follow-up. Competent Persons and Supervisors directly control work teams and ensure that approved safety documents and controls are followed.

Role / Function	Primary reporting / coordination
General Manager	Company management; receives significant HSSE performance and escalation reports.
Project Manager	Reports to company management; principal contractor interface for project delivery and HSSE coordination with TAQA.
Project Engineer	Reports to Project Manager; coordinates engineering and site execution.

HSE Engineer / Officer	Reports to Project Manager for project HSSE matters; coordinates with TAQA HSE representatives and site teams.
Site Engineer	Reports to Project Engineer / Project Manager; coordinates daily work fronts and technical controls.
Competent Person / Supervisor / Foreman	Reports to Site Engineer / Project Engineer and applicable AP or operational contact for safety-document requirements.
Workers / Subcontractor workforce	Follow instructions of the assigned Supervisor / CP and report hazards through the work team.

7. ROLES AND RESPONSIBILITIES

7.1 General Manager

Demonstrate visible leadership and commitment to the company HSSE policy and project HSSE objectives.
Ensure adequate financial, human, equipment and other resources are made available to implement the Project HSSE Plan.
Review significant HSSE performance, incidents, audit findings and management actions escalated by the Project Manager.
Approve the project HSSE arrangements and provide management support for corrective and preventive actions.
Ensure that responsibilities and authorities are assigned to competent personnel and that management reviews are undertaken as required.
Support enforcement of company and client HSSE requirements, including action where serious or repeated violations occur.

7.2 Project Manager

Hold overall accountability for project HSSE performance and implementation of the Project HSSE Management Plan.
Set project-specific HSSE objectives and targets in conjunction with the HSE Engineer and monitor their implementation.
Allocate adequate resources for HSSE objectives, risk controls, training, emergency preparedness, inspections and corrective actions.
Review and authorize the project-specific HSSE Plan and ensure relevant documents are submitted to TAQA for review/approval where required.
Ensure all project activities are planned and executed in accordance with approved MSRAs, permits, TAQA requirements and applicable legal requirements.
Ensure accidents, occupational illness, near misses and environmental incidents are reported, investigated and corrective actions implemented to prevent recurrence.
Conduct or lead the weekly HSE walkthrough with relevant project personnel and participate in TAQA walkthroughs and meetings as required.
Chair the monthly project HSE meeting and ensure minutes, actions, owners and due dates are recorded and followed up.
Coordinate with TAQA on project HSSE concerns, campaigns, meetings, audits and required notifications.
Ensure subcontractors are assessed, onboarded, briefed and monitored against project and TAQA HSSE requirements.

Review overdue or significant HSSE corrective actions and escalate matters requiring company management support.
Ensure emergency response arrangements, competent coverage and 24/7 response arrangements are maintained where required by the contract.

7.3 Project Engineer

Ensure project works are planned and carried out in accordance with approved drawings, specifications, method statements, risk assessments and HSSE requirements.
Coordinate with the HSE Engineer and Site Engineer to ensure hazards and HSSE concerns are identified, controlled and closed.
Ensure site personnel understand applicable HSE requirements and maintain a high level of HSSE awareness.
Conduct or participate in toolbox talks with the Site Supervisor / Foreman and ensure task-specific issues are discussed before work starts.
Identify training and competency needs in coordination with the HSE Engineer and ensure personnel receive required training.
Participate in monthly HSE meetings and weekly HSE walkthroughs and ensure assigned actions are closed.
Ensure FME tools, plant and equipment are inspected, maintained and fit for purpose, with valid certification and calibration where applicable.
Coordinate work permits, work sequencing, interfaces, access and client approvals before execution.
Ensure work changes are assessed and referred through the Management of Change process where applicable.
Verify that technical records, test reports, as-built information and work completion documents are prepared and submitted within contractual requirements.

7.4 HSE Engineer / HSE Officer

Identify project-specific HSSE requirements and support the establishment, implementation, maintenance and review of the Project HSSE Plan.
Assist in setting HSSE objectives and targets and monitor performance, trends and areas requiring improvement.
Prepare, review, control and communicate HSSE documents, including risk assessments, HSSE forms, inspection records and reports, in coordination with responsible operations personnel.
Advise Project Management, Engineers, Supervisors and workers on HSSE matters and applicable TAQA, ADOSH-SF and legal requirements.
Conduct frequent site inspections, audits and observations; record findings and communicate them to the responsible persons and Project Manager.
Follow up corrective actions and verify their effective close-out, retaining supporting evidence.
Monitor compliance with approved MSRAs, PTW/LAP requirements, PPE, barricading, housekeeping, equipment inspections and other site controls.
Deliver or coordinate toolbox talks, inductions, awareness sessions and campaigns; identify gaps in knowledge or awareness.
Identify hazards and unsafe practices, report them and exercise stop-work authority where a task or condition is unsafe.
Monitor and report incidents, accidents, near misses, unsafe acts and environmental observations in accordance with the incident reporting procedure and TAQA notification requirements.
Support incident investigation, identify root causes and monitor implementation of corrective and preventive actions.
Maintain HSSE statistics, training records, inspection records, audit records, meeting minutes and monthly HSSE reports.
Coordinate emergency preparedness activities, drills, evacuation arrangements and readiness of emergency equipment with appointed personnel.

Participate in TAQA HSE meetings, walkthroughs and awareness campaigns as required.
Arrange for evacuation and muster coordination during an emergency and provide first aid only if trained and competent to do so.
Report significant non-compliance, imminent danger, overdue actions and resource constraints to the Project Manager.

7.5 Competent Person (CP)

Read, understand and verify the applicable safety documents before accepting or supervising the work.
Follow the approved safety documents and do not deviate from their conditions or controls.
Direct and supervise technicians, jointers, linemen, labourers and helpers assigned to the work team.
Plan and authorize daily work within the limits of the CP's appointment and applicable TAQA requirements; obtain required PTW/LAP and coordinate with the AP or control room as applicable.
Conduct and document the daily toolbox talk and ensure the team understands the work scope, hazards, controls and emergency arrangements.
Complete or ensure completion of the LMRA and workers register before work starts.
Check that required PPE is available, serviceable and suitable for the task.
Ensure client notifications, legal notices, midday-break restrictions and adverse-weather instructions are communicated and followed.
Monitor work quality and ensure compliance with approved work method statements and applicable standards.
Verify operator competency, equipment certification and daily inspection status before use.
Conduct an early site check, identify changes from previous conditions and communicate issues to the line supervisor.
Report daily work progress, completed work, issues, incidents, near misses and safety-rule violations to the line manager and AP as applicable.
Maintain good housekeeping, remove waste and leave the workplace safe for workers and the public at the end of the shift.
Activate the emergency plan and ensure all team members are evacuated when required.
Remain at the worksite throughout work activities as required by the Project HSSE Plan and the assigned safety-document role.
Stop work where controls are absent, ineffective or conditions become unsafe.

7.6 Site Engineer

Coordinate daily site activities and ensure work is undertaken only by competent and authorized personnel.
Verify the work location, drawings, underground-service information, NOCs, permits, approved MSRA and site conditions before excavation or other high-risk work.
Ensure required utility detection, trial pits, barricades, warning signs, access controls and public-protection measures are in place before excavation.
Confirm isolation, earthing, testing and system-safety arrangements are performed by appropriately authorized persons in accordance with TAQA requirements; do not assume AP duties unless formally authorized.
Ensure the CP / Supervisor conducts the toolbox talk and LMRA and that the workforce register is complete.
Coordinate lifting plans, equipment access, traffic management, work interfaces and emergency arrangements with the Project Engineer and HSE Engineer.
Monitor implementation of HSSE controls at the work front and immediately address deficiencies.
Ensure tools, plant, testing instruments and lifting accessories are inspected, certified and calibrated as applicable.
Stop or suspend work when site conditions differ from the approved MSRA or permit conditions and obtain review/approval before resuming.

Maintain work records and communicate progress, incidents, hazards and corrective actions to the Project Engineer.

7.7 Site Supervisor / Foreman

Directly supervise the workforce and check daily that safe working conditions and practices are maintained.
Ensure workers understand the task, hazards, controls, permit conditions and emergency arrangements before starting.
Conduct toolbox talks with the CP / Site Engineer and verify attendance and understanding.
Check hand tools, equipment and PPE daily and remove defective items from service.
Maintain housekeeping, safe access, barricading, signage and protection of the public around the work area.
Monitor workers to ensure they follow approved MSRAs, PTW/LAP conditions, TAQA Essential Safety Rules and supervisor instructions.
Report incidents, near misses, unsafe acts and conditions immediately to the Site Engineer, CP and HSE Engineer.
Cooperate with authorities and investigation teams during incident or accident investigations.
Ensure waste is segregated, contained and removed through approved arrangements.
Stop work and secure the area if an unsafe condition or uncontrolled risk is identified.

7.8 QA/QC Personnel

Support the Project Manager in implementation of project quality management arrangements and relevant integrated management system requirements.
Establish and monitor QA/QC activities at site and coordinate inspection and testing requirements with the Engineer and TAQA.
Verify incoming materials and ensure conformity with approved specifications and requirements.
Prepare and maintain project quality plans, work methods, inspection and test plans, checklists and quality records, and obtain approvals where required.
Conduct or support internal quality audits and follow up quality non-conformities.
Identify, calibrate and maintain the master list of testing and measurement equipment.
Coordinate with HSSE personnel where quality activities interface with safety-critical work, testing, commissioning or environmental controls.

7.9 First Aider

Provide immediate first aid within the limits of current training and competence.
Assess the scene for danger and do not expose the casualty or responder to additional risk.
Arrange prompt activation of emergency medical services and notify the designated site emergency contacts.
Provide appropriate care for minor injuries and maintain the casualty's safety until professional help arrives.
Maintain first-aid supplies and report shortages or expired items to the responsible person.
Record first-aid cases and hand over relevant information to emergency responders and project management.

7.10 Fire Warden

Assist the responsible workplace/site manager in implementing and improving emergency arrangements.
Monitor fire-prevention controls and report deficiencies in fire risk controls or emergency equipment.
Raise awareness of fire hazards and communicate the actions to be taken in the event of fire.
Raise the alarm and guide personnel to the designated assembly point during evacuation, without putting themselves at risk.

Assist with accounting for personnel at the muster point and report missing persons to the emergency coordinator.
Assist persons who may require help during evacuation, where safe and practicable.
Do not attempt firefighting unless trained, equipped and it is safe to do so.

7.11 Employees and Workers

Comply with TAQA HSE policies, project HSSE rules, applicable legal requirements and instructions given by authorized site personnel.
Attend site induction, toolbox talks and mandatory safety training before undertaking assigned work.
Wear and maintain required PPE and report damaged or unsuitable PPE.
Follow approved MSRAs, permits, isolation instructions and safe work methods; do not bypass safety controls.
Carry out LMRA and report any changed condition, new hazard or conflict with the approved work method before proceeding.
Stop work and inform the Supervisor / CP if unsafe conditions exist or if the task cannot be completed safely.
Immediately report hazards, unsafe acts, near misses, incidents, injuries, spills and environmental concerns.
Use only authorized tools and equipment and do not operate equipment unless trained and authorized.
Maintain good housekeeping and protect the environment by preventing spills, pollution and improper waste disposal.
Participate in toolbox talks, safety meetings, emergency drills and evacuations.
Follow site security, access-control and visitor-management requirements.
Do not work under the influence of alcohol or drugs and do not engage in horseplay or unsafe behaviour.

7.12 Subcontractors

Comply with all TAQA requirements, contractual HSSE obligations, the Project HSSE Plan and applicable FME procedures.
Provide competent, trained and medically fit personnel and submit competency and fitness evidence when requested.
Submit subcontractor HSSE plans, MSRAs, method statements and JSAs for review/approval before the relevant work starts.
Ensure all personnel complete project induction and understand the reporting lines, site rules, emergency arrangements and stop-work authority.
Provide suitable PPE, safe tools and equipment, and ensure valid inspection, certification and calibration records are maintained.
Appoint competent supervisors and HSE personnel where required by the work scope or client requirements.
Conduct daily toolbox talks and monitor safe work practices at the work front.
Obtain all required permits and authorizations before commencing work.
Immediately report incidents, near misses, unsafe conditions and environmental events to FME project management and HSE personnel.
Maintain housekeeping and proper waste management and protect the public and other contractors from work-related hazards.
Ensure specialized work is undertaken only by personnel who are trained, competent and authorized.
Cooperate with TAQA/FME audits, inspections, investigations and corrective actions.
Suspend work when conditions become unsafe or approved controls are not maintained.

7.13 Visitors

Obtain authorization before entering the worksite and complete visitor registration and required induction.

Remain under the escort of an authorized site representative unless otherwise approved.
Wear the required PPE and remain within designated visitor areas and approved routes.
Follow safety signs and instructions and do not operate equipment or interfere with work.
Report any unsafe condition observed and follow emergency and assembly-point instructions.
Leave the site or proceed to the designated muster point when instructed during an emergency.

8. STOP WORK AUTHORITY AND ESCALATION

Every person working at or visiting the project has the authority and responsibility to stop or suspend an activity where there is an imminent danger, an uncontrolled risk, a breach of permit conditions, missing critical control, unsafe equipment, unexpected underground service, change in site conditions or any other situation that may cause injury, damage or environmental harm.

The person identifying the concern shall warn affected personnel, stop the activity where safe to do so and inform the Supervisor / CP immediately.
The Supervisor / CP shall make the area safe, prevent unauthorized continuation and notify the Site Engineer and HSE Engineer.
The Site Engineer / Project Engineer shall reassess the work conditions, verify the required controls and obtain revised approvals or permits where necessary.
The HSE Engineer shall advise, monitor and record the concern and follow up corrective actions.
Work shall resume only after the responsible line manager confirms that the hazard is controlled, the MSRA/permit remains valid or has been revised as required, and affected personnel have been re-briefed.
No person shall be penalized for raising a genuine HSSE concern or stopping unsafe work in good faith.

9. COMMUNICATION OF ROLES AND RESPONSIBILITIES

9.1 Project HSE Induction

Before commencing work, project personnel, subcontractors and applicable visitors shall be briefed on:

Project HSSE policy, objectives and expectations.
Project organization chart, key personnel, reporting lines and individual responsibilities.
TAQA HSE requirements, Essential Safety Rules, PTW/LAP requirements and relevant project procedures.
Incident, hazard and near-miss reporting arrangements.
Emergency response, evacuation, muster point and stop-work authority.
Induction attendance and understanding shall be documented and retained in project records.

9.2 Kick-off and Pre-mobilization Meetings

Prior to commencement of site activities, the Project Manager shall ensure that HSSE roles are discussed during project kick-off and pre-mobilization meetings. Responsibilities for planning, supervision, inspection, monitoring, reporting, emergency response and corrective-action close-out shall be assigned and recorded.

9.3 Toolbox Talks and Daily Briefings

Supervisors / CPs, with support from the HSE Engineer and Site Engineer, shall communicate task-specific responsibilities during daily toolbox talks and pre-job briefings. Attendance and relevant discussion points shall be recorded using the project forms.

9.4 HSE Meetings and Performance Reviews

Regular HSE meetings shall review performance against objectives, role clarity, incidents and near misses, inspection findings, corrective actions, changes in work activities, lessons learned and feedback from workers and subcontractors. Actions shall have a responsible person and target completion date.

9.5 Subcontractor Communication

Subcontractor HSSE duties shall be communicated through onboarding, orientation, review of submitted HSSE documents, coordination meetings, toolbox talks, inspections and audits.
Subcontractor supervisors shall ensure that their workforce understands and implements assigned duties.

10. COMPETENCE, TRAINING AND AUTHORIZATION

Personnel shall possess the qualifications, experience, training, medical fitness and competency required for their assigned duties.
Competency certificates, authorizations, operator licenses and third-party certificates shall be verified before assignment to safety-critical tasks.
Only personnel formally appointed/authorized by the relevant authority may perform AP, CP, isolation, switching, permit-receipt, permit-issue or other controlled system duties.
Training needs shall be identified by the Project Engineer and HSE Engineer in consultation with line supervisors and HR, as applicable.
Induction, toolbox talk, task-specific training, emergency training and refresher training shall be recorded.
Where competency or authorization expires, is suspended or cannot be verified, the individual shall not perform the affected duty until the requirement is met.

11. COORDINATION AND OPERATIONAL CONTROLS

The role holders shall coordinate to ensure that the following controls are implemented as applicable to each work order:

Review work order, scope, drawings, site conditions, underground utility information, NOCs and authority approvals.
Prepare, review and obtain required acceptance/approval of MSRA, method statement, lifting plan and other safety documents before work.
Obtain PTW, LAP, excavation permit, lifting permit, hot-work permit or other permits required by TAQA and the work activity.
Verify isolation, LOTO, testing, earthing and system-safety requirements through the appointed and authorized personnel.
Conduct toolbox talk, complete LMRA and workers register, and confirm the competence of the work team.
Inspect tools, plant, lifting accessories and testing equipment; verify certification and calibration where applicable.
Provide barriers, warning signs, traffic/pedestrian controls, safe access, lighting and protection of the public.
Maintain emergency response arrangements, first aid, fire equipment, communication and muster arrangements.
Control waste, spills, dust, noise and other environmental aspects and maintain housekeeping.
Reassess risks and apply Management of Change where work scope, conditions, equipment, personnel or controls change.

12. MONITORING, REPORTING AND CORRECTIVE ACTIONS

The Project Manager shall oversee implementation and ensure that adequate resources and management attention are provided.
The HSE Engineer shall maintain inspection, audit, incident, training and HSSE performance records and report trends and significant findings.
Project Engineers, Site Engineers, CPs and Supervisors shall monitor compliance in their respective work areas and close assigned findings.
Weekly HSE walkthroughs and routine site inspections shall be conducted in accordance with the Project HSSE Plan.

Incidents, accidents, near misses and environmental events shall be reported immediately through the established project and TAQA channels and investigated in accordance with the applicable procedure.

Corrective actions shall identify the finding, root cause where required, action owner, target date and objective evidence of completion.

Action closure shall be verified by an appropriate responsible person; overdue or ineffective actions shall be escalated to the Project Manager.

Monthly HSE meetings and performance reviews shall evaluate whether assigned responsibilities are effective and whether additional resources, training or controls are required.

13. RECORDS AND DOCUMENT CONTROL

Record	Responsible for maintaining / coordinating
Approved project organization chart and role appointments	Project Manager / Document Controller
Role acknowledgement and induction attendance	HSE Engineer
Competency, training, medical fitness and authorization records	HSE Engineer / HR / responsible line manager
Toolbox talk, LMRA and workers register	CP / Supervisor; records coordinated by HSE Engineer
PTW / LAP and associated safety documents	Relevant CP / Site Engineer; retained as per project document-control arrangements
Inspection, audit and walkthrough reports	HSE Engineer
Incident notifications, investigation reports and action tracking	HSE Engineer / Project Manager
HSE meeting minutes and action registers	Project Manager / HSE Engineer
Subcontractor onboarding and HSSE monitoring records	Project Manager / Project Engineer / HSE Engineer

Records shall be legible, identifiable, retrievable and protected from loss or unauthorized alteration. Retention and submission shall follow the Project HSSE Plan, contractual requirements, TAQA requirements and FME document-control arrangements.

14. REVIEW AND CONTINUAL IMPROVEMENT

This procedure shall be reviewed at least when the Project HSSE Plan or project organization is revised, when responsibilities or work scope change, following a significant incident or audit finding, or when TAQA/legal requirements change. The Project Manager and HSE Engineer shall identify required amendments, communicate changes to affected personnel and retain superseded versions in accordance with document-control requirements.

APPENDIX A – PROJECT RESPONSIBILITY (RACI) MATRIX

R = Responsible (performs the task); A = Accountable (owns the outcome); C = Consulted (provides input); I = Informed (kept updated). The matrix below is a working allocation for this procedure. Where the Project HSSE Plan's existing RACI identifies a different allocation, the approved project organization and client requirements shall take precedence.

Activity	TAQA	Project Manager	Project Engineer	Site Engineer	HSE Engineer	CP / Supervisor	Workers
Implementation of Project HSSE Plan	I	A	R	C	R	R	I
Set project HSSE objectives and targets	I	A	C	C	R	C	I
Allocate HSSE resources	I	A	C	I	C	I	I
Prepare / maintain HSSE documents	I	A	C	C	R	C	I
Prepare task MSRA / method statement	I	A	R	C	C	R	C
Obtain permits / coordinate safety documents	I	A	R	R	C	R*	I
Daily toolbox talk and LMRA	I	A	C	C	C	R	R
Daily work supervision and control	I	A	R	R	C	R	R
HSSE inspection and audit	I	A	C	C	R	C	I
Incident notification / investigation	I	A	R	C	R	R	I
Emergency preparedness and drills	I	A	C	C	R	R	R
Corrective action close-out	I	A	R	R	C	R	C
HSE meetings and walkthroughs	I	A	R	R	R	C	I
Subcontractor HSSE compliance	I	A	R	C	C	R	R

PROJECT MANPOWER / RESOURCE REGISTER

No.	Name	Designation	Discipline
1	Mohammed AE Alshaer	General Manager	
2	Tareq Badran	Operations Manager	Electrical
3	Saddam Masood	Project Manager	Electrical
4	Ali Khan	Project Manager	Electrical
5	Iyad Samer Ataallah Atiya	Project Manager	Electrical
6	Hesham	Project Manager	Electrical
7	Halith	Project Manager	Electrical
8	Joe Lawrence	Project Manager	Civil
9	Fawzy Ashraf	Project Engineer	Electrical
10	Abdullah Saqr	Project Engineer	Electrical
11	Hassan	Project Engineer	Electrical
12	Ravinder Singh	HSE Engineer	Not specified
13	Mark Antony	HSE Officer	Not specified
14	Sukhail	HSE Officer	Not specified
15	Mohamed Yusuf Abdul	Testing Engineer	Electrical
16	Mohanned Alradi	Testing Engineer	Electrical
17	Mohamed Jasim	APLO	Not specified
18	Sonu Kumar	APLO	Not specified
19	Ahmad Hassan Khurshid Khan	Electrical Engineer	Electrical
20	Mohd Ayoob Abdul Kabir Hussain	Electrical Engineer	Electrical
21	Abbas Hasan Ali Ismail	Electrical Engineer	Electrical
22	Shoaib Munir Muhammad Munir	Electrical Engineer	Electrical
23	Ahmad Hassan Khurshid Khan	Electrical Engineer	Electrical
24	Sreeju Balakrishna Pillai	Electrical Engineer	Electrical
25	MOHAMED BASITH	Electrical Engineer	Electrical
26	Hesham Mohammad Al Kadah	Electrical Engineer	Electrical
27	Naveen Anumandla Shankar Anumandla	Electrical Engineer	Electrical
28	Mustafa nizar	Electrical Engineer	Electrical
29	Mohamed Sukaildeen	Electrical Engineer	Electrical
30	Mohamed Basith	Electrical Engineer	Electrical
31	Mohamed Yusuf Abdul	Electrical Engineer	Electrical

PROJECT MANPOWER / RESOURCE REGISTER

No.	Name	Designation	Discipline
32	Mohamed Jasim	Electrical Engineer	Electrical
33	Hosam Mohamed	Electrical Engineer	Electrical
34	Mohammed Siddique	Civil Engineer	Civil
35	Muhammad Jawad Hassan M	Civil Engineer	Civil
36	Abdelrahman Mohamed Ibrahim Ali	Civil Engineer	Civil
37	Ehatsham Riffat	Cable Jointer	Electrical
38	Masood Azhar Asal Dar Khan	Cable Jointer	Electrical
39	Muhammad Sohaib Shamroz Khan	Cable Jointer	Electrical
40	MUHAMMAD IRFAN MUHAMMAD RAMZAN	Cable Jointer	Electrical
41	Muhammad Zaheer Muhammad Sadiq	Cable Jointer	Electrical
42	Kazi Ayub Saheblal	Electrical Technician	Electrical
43	Shoaib Munir Muhammad Munir	Electrical Technician	Electrical
44	Razak Aro Ibrahim	Electrician	Electrical
45	Muhammad Aslam	Electrician Assistant	Electrical
46	Abdulnasser Ahmad Saad	Electrician Assistant	Electrical
47	Nihal Najeeb Mohammed	Electrical Engineer	Electrical
48	Abdulelah Azmi Ahmed Khateeb	Electrical Engineer	Electrical
49	Thottakath Navas Muhammed Najim	Electrical Engineer	Electrical