Meeting Title:	MANAGEMENT REVIEW		
Date & Time:	16/08/2026 10:00 AM	**Location:**	Meeting Room, Falcon Office, Mahvi

Meeting Attendee/s		
Name	**Department**	**Position**
Ravinder Singh Jaswal	**HSE**	**HSE ENGINEER**
Tariq Badran	**Project manger**	**Project Manager**
Sadam Masood	**Project Engineer**	**Project Engineer**
Nishama	**HR**	**HR**
Bala Gopal	**QA/QC**	**Quality Engineer**
Mohd. Jasim	**Electrical/APLO**	**Site Engineer**

1. PURPOSE AND SCOPE: Top Management conducted this review to confirm the continuing suitability, adequacy and effectiveness of the Integrated Management System (IMS), including the Quality, Environmental and Occupational Health & Safety (OH&S) management arrangements. Particular attention was given to project HSE performance, applicable legal and other requirements, TAQA Distribution (TQD) HSE requirements and the mandatory TQD HSE KPIs for 2026.

2. Agenda:

1. Status of actions arising from previous management reviews.
2. Changes in internal and external issues relevant to the IMS, including project scope, work locations, workforce, operational conditions and client requirements.
3. Customer satisfaction and feedback from customers and other relevant interested parties, including TQD comments, complaints and service feedback.
4. Process performance and conformity of services, including operational controls, inspection and testing, work quality and service delivery.
5. Nonconformities, incidents, near misses, unsafe acts/conditions, positive observations and corrective actions.
6. Monitoring and measurement results, including HSE inspections, workplace monitoring, equipment inspections and performance indicators.
7. Internal and external audit results, findings, trends and status of close-out actions.
8. Performance and HSE compliance of external providers, subcontractors and suppliers.
9. Adequacy of people, competence, training, equipment, PPE, welfare facilities, emergency arrangements and other resources.
10. Effectiveness of actions taken to address IMS risks and opportunities, including project risk assessments and method statements.
11. Opportunities for continual improvement in QHSE performance and operational controls.
12. Changes in the needs and expectations of interested parties, including applicable compliance obligations and TQD requirements.

13. Changes in significant environmental aspects and associated impacts, including waste, energy, water, emissions and spill prevention.
14. Changes in OH&S hazards, risks and opportunities, including changing work activities, interfaces and site conditions.
15. Extent to which IMS objectives and targets have been achieved.
16. Fulfilment and evaluation of applicable legal, regulatory, client and other compliance obligations.
17. Relevant communications from interested parties, including complaints, notices, audit comments and TQD communications.
18. Results of worker participation and consultation, including toolbox talks, safety meetings, briefings and worker feedback.
19. Status and outcomes of incident investigations, corrective actions and preventive/risk-reduction actions.
20. TQD HSE KPIs 2026: review of KPI requirements, performance, reporting, evidence, trends and actions required to ensure full compliance.

3. MANAGEMENT REVIEW DECISIONS:

SN	Decision/ Discussion Points	Target Date	Responsible	Remarks
1	Previous management review actions were reviewed. Department Heads shall verify the status of each open action, provide objective evidence of completion and escalate overdue actions to the QHSE/IMS Representative. Where no actions remain open, this shall be supported by the previous action tracker.	Information	N/A	Previous MRM evidences
2	Top Management reviewed the IMS Quality, Environmental and OH&S Policies. The policies remain appropriate to the organization's activities and strategic direction, subject to confirmation against current operations and client requirements. Policies shall be displayed at prominent locations, communicated during induction/toolbox talks and made available to relevant interested parties.	Immediate	General Manager/HODs	Approved policies, display photographs, induction and awareness records
3	IMS objectives and targets shall be maintained with measurable indicators, assigned owners, monitoring frequency and evidence. Department Heads shall review performance at defined intervals and initiate action where targets are not achieved. HSE objectives shall be aligned with TQD HSE KPIs 2026 and applicable project requirements.	Monthly monitoring; quarterly review	MR and all HODs	IMS objectives register, KPI dashboard and departmental records.

4	TQD HSE KPIs 2026 were identified as a mandatory compliance and performance-monitoring requirement for applicable TQD projects. The project teams shall obtain and use the latest client-issued KPI definitions, calculation methodology, reporting format and submission deadlines. KPI performance shall be monitored, reported accurately and supported by traceable evidence. The organization's stated targets include Zero Lost Time Injuries (LTI) and quarterly TRIR not exceeding 0.06, subject to the current TQD KPI document and its definitions.	monthly tracking and quarterly review	Project Manager/ and HSE Team	Current TQD HSE KPI 2026 document, KPI register, monthly/quarterly reports, incident statistics and supporting evidence.
5	The internal audit programme shall be risk-based and cover ISO 9001, ISO 14001, ISO 45001, applicable ADOSH-SF requirements and relevant TQD contractual/HSE requirements. Findings shall be classified, assigned to responsible persons and closed within approved timeframes. Effectiveness of corrective actions shall be verified before closure. Internal Audit: 13/08/2026 Major NC : 2 Minor NC :1 OFI :1	As per approved audit programme;	MR / Internal Auditors / HODs	Audit programme, audit reports, NC register and effectiveness verification.
6	All nonconformities, observations, complaints, inspection findings and audit findings shall be recorded, corrected and investigated to identify root causes. Corrective actions shall address the cause and prevent recurrence. Closure shall be based on objective evidence and verification of effectiveness, not submission alone.	As per action plan	Concerned Project Manager QHSE	NC/CAR register, root-cause analysis, action evidence and verification records.
7	HSE performance shall be reviewed using leading and lagging indicators, including LTI, TRIR, first-aid cases, near misses, unsafe acts/conditions, positive observations, inspections, toolbox talks, training, emergency drills and action close-out. Trends shall be analysed and improvement actions assigned.	Monthly; quarterly management review	QHSE Team / Project Managers	HSE statistics, inspection and observation reports.
8	Operational risk controls shall be implemented before work starts. Project risk assessments and method statements shall be activity-specific, communicated to the workforce and submitted to TQD for review/approval where required. Work shall not proceed where mandatory permits, approvals, NOCs, competent personnel or critical controls are absent.	Before commencement of each activity; continuous	Project Manager / Site Engineer / HSE Officer	Approved MSRA, PTW, toolbox talk records, NOCs and inspection records.

9	Legal and other requirements registers shall be reviewed and updated to identify requirements applicable to the organization and each active project. Project-specific legal/client obligations, permits, licences and expiry dates shall be assigned to responsible persons and monitored for validity.	Monthly review; update when changes occur	QHSE-MR / HODs / Project Managers	Updated legal register, compliance evaluation, permits and licences.
10	Compliance obligations shall be evaluated at planned intervals. Any gap shall be recorded with a corrective action, responsible person and due date. TQD, ADOSH-SF, UAE federal/local requirements and other applicable authority/client requirements shall be considered.	At least quarterly and upon regulatory change	QHSE-MR / Compliance owners	Legal compliance evaluation and evidence register.
11	Competence and training needs shall be reviewed for employees, operators, drivers, supervisors, first aiders, fire wardens and other safety-critical roles. Valid third-party certificates, medical fitness where required, inductions, refresher training and competency assessments shall be available at the workplace and centrally controlled.	Training matrix review monthly; before assignment	HR / HODs / QHSE / Project Managers	Training matrix, certificates, medical fitness records where applicable, induction and competency records.
12	Plant, vehicles, lifting equipment, tools and electrical equipment shall be included in a controlled register. Monthly/periodic inspections, preventive maintenance, statutory certification, operator authorization and defect close-out shall be monitored. Defective or uncertified equipment shall be removed from service.	monthly inspection	Plant & Equipment In-charge / Project Managers / HSE	Equipment register, inspection checklists, maintenance records and certificates.
13	Emergency preparedness shall be maintained through site-specific emergency plans, accessible emergency contacts, suitable firefighting and first-aid equipment, trained personnel and planned drills. Drills shall be coordinated with TQD where required, documented and followed by lessons-learned actions.	As per approved drill programme; review after each drill	Project Manager / HSE Officer / First Aider / Fire Warden	Emergency plan, drill notification, attendance, photographs, report and action tracker.
14	Worker consultation and participation shall be strengthened through toolbox talks, safety committee/coordination meetings, pre-task briefings, worker feedback and reporting of hazards, near misses and positive observations. Actions arising shall be communicated back to the workforce.	Continuous; review monthly	HODs / Supervisors / HSE Team	TBT records, meeting minutes, attendance and feedback/action records.
15	Environmental aspects and impacts shall be reviewed for current activities. Controls shall address waste segregation and disposal, spill prevention, chemical storage, dust/noise where relevant, water conservation and energy efficiency.	Quarterly and when activities change	QHSE-MR / Project Managers / Store In-charge	Aspect-impact register, waste records, inspection checklists and awareness records.

	Significant changes shall trigger reassessment.			
16	Resource adequacy was reviewed. Management shall provide competent manpower, supervision, PPE, tools, monitoring equipment, welfare facilities, training and emergency resources based on workload, risk and contractual requirements. Resource shortages shall be escalated promptly.	Ongoing; review monthly	General Manager / HODs / Project Managers	Manpower plan, PPE issue records, procurement requests and resource review.
17	External providers and subcontractors shall be evaluated for competence, HSE performance, statutory compliance, equipment certification, training and adherence to Falcon/TQD requirements. Poor performance shall result in corrective action, re-evaluation or restriction from work as appropriate.	Before approval and annually; monitor during work	Procurement / Project Managers / QHSE	Approved provider list, prequalification, evaluation and site monitoring records.
18	Customer satisfaction and interested-party feedback, including TQD comments, complaints, audit observations and correspondence, shall be logged, acknowledged and addressed within agreed timeframes. Recurring concerns shall be analysed for systemic improvement.	Immediate response; monthly trend review	General Manager / Project Managers / HODs	Customer feedback register, complaint log, correspondence and close-out evidence.
19	Process performance and conformity of services shall be assessed through inspection and test results, work completion records, client acceptance, rework/nonconformity trends and project performance. Any failure to meet specified requirements shall be controlled and corrected.	Monthly / at project milestones	Operations / QA-QC / Project Managers	ITPs, inspection records, test reports, handover and client acceptance records.
20	Risks and opportunities shall be reviewed when there are changes in scope, location, work methods, equipment, workforce, legislation, client requirements or incident trends. The effectiveness of existing controls shall be verified and risk assessments revised where necessary.	At change and quarterly review	HODs / Project Managers / QHSE	Risk and opportunity register, revised RA and management-of-change records.
21	Management reviewed the need for continual improvement, including stronger digital/online reporting of unsafe acts, unsafe conditions and positive observations; improved KPI visibility; timely close-out of findings; and improved workforce awareness. Feasible initiatives shall be assigned and monitored.	Action plan to be agreed; review quarterly	Top Management / QHSE / IT / HODs	Improvement register, online reporting records and KPI trend analysis.
22	Energy efficiency measures shall continue, including switching off unused lighting/equipment, using energy-efficient lighting, maintaining AC filters and setting reasonable cooling temperatures in	Ongoing; quarterly review	Administration / Facilities / All Staff	Utility records, facility inspections and awareness communications.

	accordance with workplace needs. Consumption shall be monitored where data is available.			
23	Management confirmed that IMS documentation and implementation shall be maintained for client and third-party audits. Audit readiness shall include current approved documents, legal register, KPI reports, training and equipment records, risk assessments, inspection evidence and closure of previous findings.	Continuous; before each audit	QHSE-MR / HODs / Project Managers	Document register, audit readiness checklist and evidence files.

Prepared by: QHSE / IMS Representative	**Reviewed and Approved by: Project Manager**
Name / Signature / Date: 16/08/2026 Ravinder Singh Jaswal 	Name / Signature / Date:16/08/2026 Tariq Badran 