

CARE

February 2017, Issue - 01

CREATING AWARENESS FOR A RISK-FREE ENVIRONMENT

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Visual Impact Training

Visual Impact Training crosses language and literacy boundaries.



S&T Wins
2016 RoSPA
Silver Award





S&T Interiors and Contracting is a leading turnkey contracting company operating across 10 countries in the Middle East, Europe and Asia. The company specialises in civil construction, interiors, procurement, joinery, and owns a state-of-the-art 25,000 sq. m. joinery production facility in Oman. Established in 1977 in Oman, S&T has executed over 150 landmark projects for luxury hotels, villas, high-end residential, palaces and commercial complexes.

S&T Interiors and Contracting is part of Services & Trade Investment Holding, a leading multinational and multi-product conglomerate with operations in 15 countries. Over the past four decades, S&T has diversified into several businesses over and above its core activities of Interiors and Contracting into Real Estate, Mining, Information Technology, Oil & Gas, Healthcare, Trading, FMCG and Procurement for Hospitality industry along with other non-operating investments. S&T has successfully grown its worldwide customer base and employs a multicultural and ethnically diverse staff of over 5,000 multi-talented people.

Message from the Vice Chairman

Welcome to the first edition of S&T Interiors and Contracting's HSE newsletter. I am pleased to introduce our new Health, Safety and Environment (HSE) initiative – [C.A.R.E.](#), through the newsletter.

S&T has always demonstrated a safe workplace through consistent and effective implementation of HSE standards and policies. With our growing global operations, it has become imperative that we have greater HSE awareness, training and monitoring that is consistent, transparent and communicated across all offices. Our commitment to environment, health, and safety has always been of the highest priority in order to ensure safety of every single employee at S&T and all those who in the course of business we come in contact with.

'[C.A.R.E.](#)' aims to create a proactive and positive safety culture, with specific steps to build and sustain it. Developing a strong safety culture is a process of constantly embedding HSE within organisational core values and impressing upon all employees its importance and how essential it is to business success. Some of the activities to drive this initiative include a bi-annual newsletter, trainings, tool box talks, awareness campaign posters and our HSE commitment.

We already have a formal Safety Management System (SMS) with processes and procedures that enable the identification of hazards, the analysis of risk and subsequently to implement defenses (mitigations) to reduce the risk to our employees, sub-contractors, visitors and clients. Clearly, we cannot remove all risks due to the nature of our business, which involves operations in different countries and across cultures. All of us, therefore, need to do our utmost to reduce the risk to the lowest level practicable. To achieve this, what we need is a new mind-set to execute our jobs with HSE as our primary focus, in everything that we do.



Our Group Head HSE, Wayne Taylor, has been entrusted to lead the HSE programme globally and work with HSE teams across all country offices to embed a culture of safety and care within the organisation. We encourage two-way communication with feedback to continuously improve our safety systems, build a strong safety culture and address any issues or concerns that you may come across.

As part of our overall commitment to the health and safety of our staff and sub-contractors, all Group sites will be subject to unannounced visits by Directors and the Group Head HSE to ensure that all staff are following the correct HSE procedures and systems.

Maintaining a strong safety climate and safety culture is impossible without effective leadership and supervisor involvement. I look forward to increased communication and interaction by senior staff to reinforce our commitment towards creating a safe workplace.

Vice Chairman
[Waqas Al Adawi](#)



10 minutes with Group Head HSE, Wayne Taylor

What led you to choose a career in health and safety?

As an army officer, the importance and value of health and safety has been ingrained into me, albeit subconsciously. Everything was planned, practiced and executed meticulously to ensure maximum impact without damage, injury or loss. There was always the need for operational effectiveness and efficiency, which included the management of hazards, potential loss events and prevailing risks. Although for most of my career, we never called it 'Health and Safety'.

You had a 24-year military career. How have your skills, gained during that time, translated into your work in health and safety?

The armed forces are masters at pushing responsibility down to the lowest operational level, then consequently managing that – positively or negatively. The skills I gained are to work with leadership and the operational teams in assisting the translations of rules and procedures, effectively operationalising health and safety and inspiring an environment where we, as a function, challenge, coach and support the business.

How do your qualifications help you in your day-to-day job?

Qualifications are critical to providing the appropriate level of advice and service at your respective level or grade. Qualifications and continued learning enable you to have confidence in the clarity of message to your team and business.

Your career has given you the opportunity to work internationally. Have you seen differing attitudes towards health and safety in other countries, and how do you manage those differences?

Managing across borders comes down to effective understanding of people and their values, and working with them, to let them know why we do things in a specific way. However, we must not be complacent, thinking only differing attitudes happen across international boundaries, geographical areas, different sectors, et al. Age profiles, gender and organisational leadership towards the values placed on health and safety are also significant factors that affect success.

What are your concerns related to health and safety in your organisation?

All employers have a responsibility to maintain a healthy and safe workplace and we have to put as much energy into this as we put into other important aspects of the business.

What does a risk assessment tell you?

A risk assessment is nothing more than a careful examination of what, in your work, could cause harm to people, so that you can weigh up whether you have taken enough precautions or should do more to prevent harm. This is an area where we need to make improvements across the Group.

How have you seen the industry change throughout your career?

I have what I perceive to be an over-reliance on low-level health and safety supervision. Health and safety legislation may be challenging and needs competent guidance, but the majority of its application can be done by the operational management and for them to manage quality, cost and safe delivery of their activities, doing what their role demands of them.

What qualities do you think make a good Group Head HSE?

Being honest, enthusiastic, diligent, influential and robust, with the ability to source the right people, processes and governance for the business.

If you could do anything other than your current job, what would you do?

Take time off to complete my MBA.

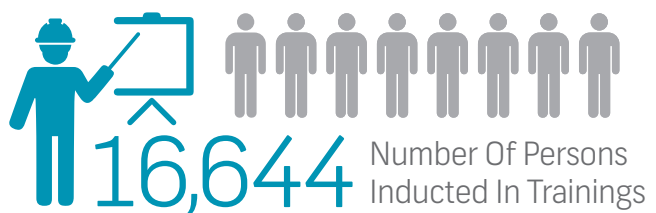
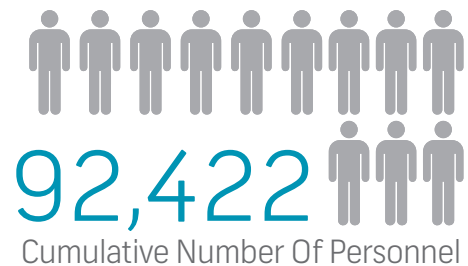
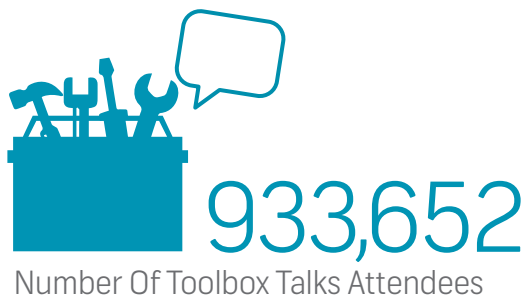
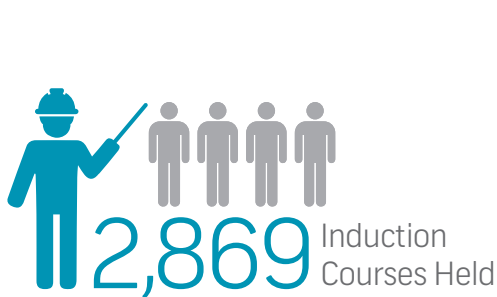
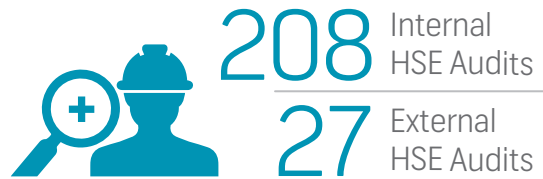
What has been the biggest health and safety challenge you have experienced?

Continual, on-going promotion that health and safety is a professional service provision that really adds value when deployed in the correct way – with suitable business leadership.

“ Work Safe, Be Safe ”

HSE Statistics

January – December 2016



GLOBAL HSE TEAM

At S&T, we are committed to ensure health and safety of our workforce and the people who work close to our projects. To enable us to do this, we follow a robust Health, Safety and Environment management system which is evaluated for continual improvement.

We promote health and safety cultures across all our sites and ensure that trainings are conducted regularly to work safely, and any potential incidents / accidents are avoided. S&T's senior management frequently visit sites to help understand workers' views on health & safety related requirements, ensuring that resources are available to implement the health and safety policy. HSE team, hence plays a pivotal role in planning and operations of our projects, seeking ways to eliminate risks, accidents, injuries and minimise material wastage to prevent pollution.



43

Total number of HSE staff globally



65

Total number of S&T's project sites

“ I joined S&T(UK) in July 2014, following 14 years of working in the construction industry. I began the implementation of a Health, Safety and Environment management system, and have developed it continually with my team to meet the needs of a rapidly growing company. We achieved BS OHSAS 18001 certification in June 2016 and are in the process of finalising our ISO 14001 certification.

I manage the HSE team, who are a talented group of people with different strengths and areas of expertise across all aspects of health, safety, environment, and sustainability. I am very proud of what the team has achieved in a short period of time. Our goal is to keep our sites legally compliant, keep our workforce safe, and help S&T play its role in maintaining the environment.”

Simone Eveson - HSE Manager, UK

“ I am Asiya Taiseer Al Hinai working in S&T Muscat as Sr. HSE Advisor. My duties are inspecting the sites, encouraging prompt reporting of hazard and risks, and ensuring effective compliance of organisational HSE standards. I believe safety is the first important thing to protect human lives. Being part of the S&T HSE team, I have gained occupational improvements; their kind support and guidance have always helped me achieve my goals.”

Asiya Taiseer Al Hinai - Sr. HSE Advisor, Muscat

“ I would like to take this opportunity to introduce myself. My name is Jayakumar and I have been working as HSE Inspector in S&T Qatar since 2014. I have 10 years of work experience in project management consultancy, civil & construction industry, and oil & gas. It is really a pleasure to work in this organisation. I always get prompt support and guidance from the Company and my team members for implementing safety procedures at project sites. Every day, I am learning new things which help me improve my skills and knowledge.”

Jayakumar - HSE Inspector, Qatar

“ I am working as HSE Safety Officer in S&T Dubai. My job is to ensure that HSE management systems are followed, and preventive measures are taken for any potential incidents. Part of my job is to deliver training to help raise awareness of safety amongst the workforce resulting in compliance with company procedures & relevant legislations, and an improvement in the safety culture within the company.”

Devan VR - HSE Safety Officer, Dubai



HSE Team Oman with Vice Chairman, Managing Director, Executive Director & Group Head HSE



HSE Team Oman (Left to right): Ahmed Fael Al Droshi - HSE Advisor, Maryam Saad Al Abd Al Kiuyumi - HSE Advisor, Asiya Taiseer Al Hinai - Sr. HSE Advisor, Khaloud Salim Al Harmi - HSE Document Controller



HSE Team India (Left to right): Subhadatta Nayak - HSE Officer, Govindraj - HSE Officer, Jayaseelan - HSE Officer, Jude Armstrong - HSE Manager



HSE Team UK (Left to right): Max Maddy - Health & Safety Advisor, Vanessa Rosado - Environmental Advisor, Ari Fatah - HSE Coordinator, Simone Eveson - HSE Manager, Keith Walshe - Health & Safety Advisor, Emma Murray - Environmental Advisor



HSE Team Qatar (Left to right): Anandan Chinnakannan - HSE Engineer, Jobin - HSE Steward, Jayakumar - HSE Inspector, Somanath - HSE Steward (Basement incharge), Anand Krishna - HSE Document Controller

“ I am Richard Miranda working as Sr. HSE Advisor for S&T in Oman. My responsibility is to ensure that the organisation’s HSE standards are being followed at the workplace. I assist the site/office management teams in numerous ways like giving advice on various situations, undertaking/conducting inspections, and creating awareness by organising trainings for the workforce. For the last seven years, working in S&T has helped me to not only increase my knowledge but has also given me the opportunity to explore diverse areas of HSE. ”

Richard Miranda - Sr. HSE Advisor, Oman

“ In my 27-year career, having served the Indian Army for 17 years and having worked in the HSE domain for over 10 years in interiors and facility management companies handling various health, safety and environment aspects, I strongly believe there is nothing more valuable than human life and the role that safety plays. Managing the Indian HSE operations for S&T, I am proud to be playing a key role in ensuring that HSE procedures and processes are implemented diligently. We have a great team and a leader in Group Head HSE who enables us to think out-of-the-box and helps us learn new things. We want to ensure safety is central to all activities at S&T. ”

Jude Armstrong - HSE Manager, India

“ I am Khaloud Al Harmi working as HSE Document Controller for S&T in Oman. My responsibilities are consolidating HSE statistics (at corporate level), assisting with HSE qualification submissions, procurement process of HSE materials, and HSE administration. Being part of the HSE team of S&T has improved my knowledge, and I am grateful to the management of S&T for this opportunity. ”

Khaloud Salim Al Harmi - HSE Document Controller

Creating Healthy Workplaces: Good Practices at Construction Sites



Site Organisation

Everything you need to know about organising a safe and healthy construction site:

Traffic management - Ensures that moving vehicles do not present a hazard to people working on, or visiting, the site.

Protecting the public - Details the specific measures for protecting members of the public on site and preventing access by unauthorised people, including children.

Materials storage and waste management - Guidance on storing materials safely to prevent hazards and make sure that waste is removed and disposed of safely.

Welfare - How to meet your legal requirements for welfare facilities on construction sites, for example providing toilet and washing facilities, drinking water, rest areas, changing rooms and lockers.

Administration - The paperwork you need to manage the site legally and safely.

Slips and Trips

What you need to do

Contractors and others in control of construction sites must manage work so that people can move safely around the site.

Your site should be kept in a clean and orderly condition so as to reduce the chance of injury through slips and trips.

Everyone can make a contribution to reducing slips and trips on site. If you see a risk, sort it, or report it to someone who can.

Key aspects of construction slips and trips include:

- Uneven surfaces
- Obstacles
- Trailing cables
- Wet or slippery surfaces
- Changes in level

What you need to know

Several thousand construction workers are injured each year following a trip or slip whilst at work on a building site. Around 1,000 of these injuries involve someone fracturing bones or dislocating joints.

Most could be avoided by the effective management of working areas and access routes, such as stairwells, corridors, footpaths and site cabins.

Involving the workforce can help identify problem areas and increase the reporting of 'near misses'. Everyone can make a contribution to reducing slips and trips – see it, sort it.

Uneven surfaces

Many slips and trips occur when people are walking on uneven surfaces. The risk can be reduced by providing walkways that are:

- Clearly designated as a walkway.
- Provided with good conditions underfoot.
- Signposted and provided with adequate lighting.

You can also use mechanical lifting aids rather than carrying unwieldy loads that block the view ahead and make sure everyone wears suitable footwear with a good grip.



Working at Height

Obstacles

Other slips and trips happen because there is something in the person's way, such as building materials or waste.

You can help avoid these incidents by:

Housekeeping - Everyone keeping their work and storage areas tidy.

Deliveries - Planning deliveries to minimise the amount of materials on site.

Waste - Designating areas for waste collection, providing skips and bins where needed and making clear the responsibilities for waste removal.

Trailing cables

If you can use cordless tools, you may not need to use cables. Where you need cables for temporary lighting or mains-powered tools, run them at high level, especially along corridors.

Wet or slippery surfaces

Treat slippery surfaces with stone (for mud) or grit (for ice) or provide temporary covering. Signpost any slippery areas and make sure footwear with a good grip is worn.

Changes in level

Where you cannot avoid small changes in level, such as in doorways, consider installing ramps. If you cannot do this, use signs to warn workers to look out for the change in level.

Managing work at height follows a hierarchy of controls – avoid, prevent, arrest – which begins with the question – can the work be done safely from the ground? Fall restraints and safety netting should only be considered as a last resort if other safety equipment cannot be used. A scaffold checklist must be maintained at all sites.

Assessing work at height - Assess the risks, take precautions, and issue clear method statements for everyone who will work at height.

Roof work - Plan safe access, and prevent falls from edges and openings.

Fragile surfaces - The hierarchy of controls for working on or near fragile surfaces is: avoid, control, communicate, co-operate.

Ladders - When it's appropriate to use ladders – the three key safety issues are position, condition and safe use.

Tower scaffolds - Select the right tower for the job; erect, use, move and dismantle the tower safely; ensure that it is stable; inspect it regularly; prevent falls.

Scaffold Checklist is a guide for when scaffold design is required and what level of training and competence those erecting, dismantling, altering, inspecting and supervising scaffolding operations are expected to have obtained.





Structural Stability

Duty holders should monitor the structures under their management and control for adequate stability to ensure employees and members of the public are not put at risk from structural collapse. One should assess the risks and prevent unintentional structural collapse during alterations, demolition and dismantling; and the measures they need to take to prevent accidents in excavations.

Structural stability in alterations, demolition and dismantling

Key issues include survey and assessment, preventing structural collapse, arrangements for demolition and consulting building control departments.

Structural stability in excavations

Making excavations safe so that people are not injured by collapse of excavation, by material falling on them, or by falling into the excavation.

Catastrophic events in construction: factors determining catastrophic potential

Report on the work of CONIAC's Catastrophic Events Working Group.
<http://www.hse.gov.uk/construction/pdf/m-3annex5-.pdf>

Electrical Safety

The law says you must take precautions against the risk of death or injury from electricity. Electrical equipment must be safe, and properly maintained. Only in exceptional circumstances should work be carried out on live systems, and then only by a competent authorised person.

Electrical systems in buildings

Refurbishment work in buildings presents the greatest risk and must be planned, managed and monitored to ensure that workers are not exposed to risk from electricity.

Overhead power lines

Any work near electric overhead power lines must be carefully planned and carried out to avoid danger from accidental contact or close proximity to the lines.

Underground cables

Damage to underground electrical cables can cause fatal or severe injuries, and you must take precautions to avoid danger. These precautions include a safe system of work based on planning, use of plans, cable locating devices and safe digging practices.

Fire Safety

The threat of death or injuries from fires on construction sites remains significant, despite improvements made during recent years. The dangerous combination of high-risk activities such as 'hot work', and sites where fires have the potential to spread quickly, present a number of hazards to both workers and the geographical surroundings. The risk goes beyond the construction site as, evidently, if the fire is large enough to spread, any neighbouring properties and occupants may also be in danger.

To avoid such a disaster:

- A responsible person must be appointed to manage key issues in general site fire safety, which include risk assessment, means of escape, means of giving warning, and means of fighting fire.
- Avoiding fire hazards involves storing combustible materials safely away from sources of ignition.

Mobile Plant and Vehicles

All mobile plant and vehicles must be segregated. It is important they are kept away from pedestrians. Training staff to use these vehicles and machinery competently and safety is mandatory. Safety officers must ensure the machines are regularly inspected, serviced and maintained.

Excavators

Consider: Exclusion, clearance, visibility, and the need for a signaller.

Telescopic Handlers

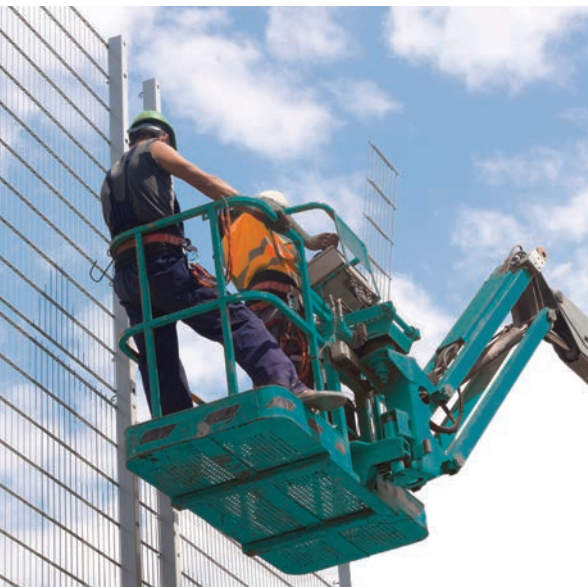
Consider: Visibility (forward and rear), loading, ground conditions and speed.

Mobile Elevating Work Platforms (MEWPs)

Consider: Confined overhead working, ground conditions, outriggers, guardrails, arresting falls, falling objects, weather, handling materials and nearby hazards.

Dumper Trucks

Consider: Overturning and collision.



Managing Health Risks

There have been significant improvements over recent years in reducing the number and rate of injuries to construction workers. However, a number of serious ill-health issues continue to affect construction workers. These can be devastating for individuals and families. Managing health risks is no different to managing safety risks.

Essential principles for safety officers to follow:

FAQs - Keep 'frequently asked questions' on construction health risks handy.

Key points - Understand the basic principles for managing health & safety.

Who does What? - Keep the responsibility chart and contact details updated at all times.

Assess - Have clear plans. You cannot properly control construction health risks without first having clear plans.

Control - Plans must be executed well. Control mechanisms for execution should be clear.

Review - Set periodic review mechanisms. You may already have controls in place, but are they all working?

Welfare - Workers have a right to decent welfare. This can also be an important control for some health risks. Understand what the law requires.

Involving workers - Workers can play a key part in identifying solutions and developing a positive culture where health risks are managed effectively. Involve them and build a consultative approach.

Cancer and Construction

Historically, construction workers have been at greater risk of developing cancer from their work than any other industry group. Unless the risks are properly managed, the dangers of developing cancer will remain.

Key points to consider at sites are:

Asbestos - Asbestos is the biggest cause of death amongst construction workers. It is important to understand the use of asbestos and how to control the risks from it at project sites.

Silica - Silica is the second biggest killer of construction workers after asbestos. Safety officers must be aware of its risks and know methods of its use.

Diesel engine exhaust emissions - There is evidence that significant exposure to harmful diesel fumes over many years increases the risk of lung cancer. Steps must be taken to minimise exposure and preventive measures must be executed.

Painters - Painting work has also been linked to a significant number of cancer deaths. Caution and precautions must be taken to ensure health issues are minimised.

Skin cancers - Skin cancers can be caused by exposure to solar radiation and hazardous substances. It is important to understand types of skin cancer and the risks of developing them.

“ We must respect the past, and mistrust the present, if we wish to provide for the safety of the future. ”
Joseph Joubert

Latest in HSE



S&T Interiors and Contracting wins 2016 RoSPA Silver Award

S&T Interiors and Contracting has been awarded the prestigious Silver Award in this year's RoSPA Occupational Health and Safety Awards.

This achievement is not just a reflection of the dedication and commitment shown by the company's HSE team, but also demonstrates the level of positive safety culture that is being inculcated within the organisation, at all levels.

"The health and safety of both our clients, staff and workmen have always been a top priority. We are delighted to have been graded at Silver level in our first year of participating in the awards. Creating a risk-free environment is our aim, and winning this award is a fantastic tribute to all the staff at S&T. I am proud that the HSE team has been able to create deliverable, practical approaches with its collaborative approach. Their openness to listening to feedback and building an ethos of positive responsibility has reaped results", said Group Head HSE Wayne Taylor.

The presentation ceremony was held at the 60th anniversary of the RoSPA Health and Safety Awards on 15th September in Glasgow, UK.

S&T India receives Appreciation Certificate for 'Achieving Excellence in Safety'

S&T Interiors and Contracting India received an 'Appreciation Certificate for Achieving Excellence in Safety' from IREO, India's leading property developer, at the National Safety Day celebrations held in March 2016.

The National Safety Council of India, celebrates 'The National Safety Day' on 4th of March every year to commemorate the establishment of the event and also to enhance safety awareness among the people. This is a national movement carried out for a week annually to prevent and lessen the loss of life due to industrial accidents by adhering to the environment, health and safety related support services at the workplace. Internationally, World Safety is celebrated on 28th April to promote safety, health and environment at the workplace. At S&T, the promotion

of HSE culture (Health, Safety and Environment) is of prime importance and is respected at all levels of the organisation. HSE is accorded highest priority to the principle of prevention at S&T. HSE measures are strictly adhered to by the employees and contracting staff at the work sites, and dedicated safety officers are assigned to ensure its implementation. Regular briefings and trainings are provided by the HSE team to the site employees, which are followed by surprise checks and safety audits on a continuous basis.

The HSE measures adopted by S&T are well appreciated by the clients, employees, contractors and vendors. During the National Safety Day celebrations on 10th March 2016, IREO awarded S&T India a 'Certificate of Appreciation' for achieving the Excellence in Safety at the 'IREO Sky-on Project'. This was a very proud moment for team S&T, and we are highly motivated to achieve more recognitions on safety aspects.





Consultative Approach to HSE Meetings

HSE teams across all S&T sites globally meet on a regular basis to discuss, learn and implement successful approaches and global practices.

One of the key meetings was held in Muscat at City Office, Oman project site in February 2016, chaired by Mr. Ranganatha R.P. - Executive Director, General Contracting Division. Mr. Pruthvi Kumar Sringeri - Head of Projects; Mr. Narayanan B.A - Senior Manager, MD Office; Mr. Wayne Taylor - Group Head HSE; HSE Team Leader, and Document Controller were in attendance. All senior HSE Advisors and Safety Officers were part of the consultative session.

The key points of discussion focused on HSE reports, recording near-misses reports, first aid report consolidation, mock drills, daily site walk with site team, maintenance of plant & machinery, PPE requests, HSE documents coding, audit findings, site specific risks, and the environmental register.

At the session, Mr. Ranganatha said, "S&T has to be recognised by its name and fame on an international level, and we need to achieve this milestone by

contributing our best to the organisation. There will be no more resistance to HSE to follow standards and compliances of the same."

HSE meetings are an opportunity for management and the safety department to communicate to employees on how they can do their jobs safer and better. Safety meetings also allow employees and workers to relay safety and health concerns or improvement ideas to the team.

OHSAS Certification Achieved

Great news as S&T (UK) successfully passed the OHSAS stage 2 assessment in June 2016 and has now been recommended for OHSAS 18001 certification by the British Standards Institution (BSI), after previously passing the stage 1 assessment.

This confirms that the policies, procedures and controls outlined by S&T (UK) are being implemented and that they are aligned with recognised best practices in health and safety management. Achieving this important certification will help to attract clients in future during the tendering process, and gives S&T (UK) an edge over competitors in the marketplace.

The award was presented to Simone Eveson on 28th September 2016, at the BSI's headquarters in Milton Keynes.





Visual Impact Training

One of the Health and Safety initiatives for 2016 is the introduction of 'Visual Impact Training' (VIT). This approach shows employees the impact of unsafe acts in their day-to-day lives by replicating the site scenarios in a safe environment through live acting. VIT crosses language and literacy boundaries.

VIT activities performed

- Scaffolding erecting
- Manual handling
- Shuttering work
- Reinforcement work

VIT team members

- Masons
- Helpers
- Supervisors
- HSE Advisors

Outcome of VIT

Ability - Competence in an activity or occupation because of one's skill, training or accomplishment of a goal.

Interpersonal skills - The ability to communicate and interact effectively with customers, co-workers, supervisors and subordinates.

Knowledge - Familiarity with a particular skill gained by sight, training or experience.

Portfolio - An organised presentation of an individual's work samples and skills.

Skill - Proficiency or competency gained through training or experience.

Teamwork - A co-operative effort on the part of a group to accomplish a goal.

Venue	No. of Attendees
Qarn Al Alam	378
Waterfront	182
Nizwa	439
Majan	390
Fahud	142
Rustaq	585
Nakhal	490
Clubhouse	310
Factory	370





Visual Impact Training 2016, Muscat





MDD HSE Team sets Safety Benchmark

Client: Msheireb Properties
Project Managed by: TIME Qatar
Main Contractor: Carillion-Qatar Building Company JV

“Safety doesn't happen by accident. Safety will happen and remain through training, implementing, monitoring and reviewing. Everybody should be trained and aware to look after their own and others safety. It is a team work and a culture. A culture that is built over time.”

Joy George
HSE Manager, MDD Project, Qatar

Mandarin Oriental Hotel, Doha Qatar (MDD) is a prestigious project, part of a landmark development project - Msheireb Downtown Doha. The importance of health and safety in a project of this scale is paramount.

Mr. Joy George, HSE Manager of MDD Project, Qatar shares his insights on HSE measures taken at site.

The S&T HSE team at MDD site play a critical role in implementing flawless HSE practices that can set benchmarks across all sites. The HSE team includes a manager, two HSE engineers and four HSE officers. The project team is a miniature of the world with staff and workers from across countries including Nigeria, Philippines, India, Nepal, Sri Lanka, Bangladesh, Portugal, U.K and the Middle East. As a team, they ensure that the Qatar Construction Standards (QCS) for health and safety management are met.

At present, there are over 1,000 workers and 70 staff working at the site. We have successfully completed two million man-hours without any lost time accident.

Everyone who has worked at this site has been safety-trained. All staff were trained in either IOSH (Institute of Occupation Safety & Health) managing safely or ECITB (Engineering Construction Industry Training Board) supervisory course and all workers were trained in ECITB foundation course. Our Site HSE team ensures that all representatives are trained including sub-contractors, staff and workers.

Site HSE team gets a huge support from the senior management. Together, we have built an HSE culture that is maintained and managed throughout the project. Even during the contractual stage, all our sub-contractors were informed about the HSE requirements that they should follow. The full HSE team is available at site to address HSE issues immediately.

We ensure every job is started with a 'Toolbox Talk' and as per MSRA (Method Statement & Risk Assessment). Communication plays a crucial role in ensuring safety, and health measures are taken effectively.

Measures taken by S&T included:

- **Relevant signboards** in different languages posted at all areas throughout the building.
- **Fire mock drills** were conducted periodically with the help of the client to ensure that everybody is aware to respond positively at the time of a fire emergency.
- Everybody on site is **regularly informed** about the HSE activities and aware of the role site HSE team plays in

protecting and helping safeguard all of them.

- **Continuous training sessions** in subjects like working at height, power tools, hand safety, electrical safety etc. - All workers on site have been trained in this.
- **Audio-visual projection** facilities to teach workers in their own language.


The MDD site HSE team is competent to handle all work-related safety issues and is working towards creating a risk-free environment.




1,000
Workers


70
Staff


2 Million Man-Hours
Completed


0 Lost Time
Accident


All On Site Are
Safety Trained


Every Job Starts
With Toolbox Talk



Aiming for ZERO ACCIDENT

Scrupulous perfection for housekeeping and safety can make all the difference.

– Sri Lanka case study

With an aim for ZERO ACCIDENT, the S&T HSE team in Sri Lanka has managed the Mövenpick Hotels & Resorts project site with scrupulous perfection and care.

One of the most important things in housekeeping is to keep work areas free from rubbish and obstructions. Maintaining all floor surfaces to avoid slip or trip hazards should be a priority. One must ensure that floor openings

are covered or otherwise fenced off and materials are properly stacked and stored safely. Overall safety and health is about good housekeeping.

Safety Status Report

The site management team and project manager visit the site periodically, along with the client management team, to check progress and assess safety status.

Safety incidents and loss time injuries are as below:

Month-wise Status of Incidents & Loss Time Injuries			
Month	Incidents	First Aid Cases	Loss Time Injuries
Dec 2015	2	2	0
Jan 2016	1	1	0
Feb 2016	3	3	3
Mar 2016	1	1	0
Apr 2016	1	1	0
Year to Date (Total)	8	3	3

Measures that the HSE team at Mövenpick site has taken to implement the ZERO ACCIDENT goal are:

1. Site Safety Cycle
2. Well Planned Housekeeping
3. Controlling Risks
4. Electrical Safety Measures
5. Hand Tool Safety Measures
6. Disposal of Work Site Debris / Waste and Rubbish
7. Use of Personal Protective Equipment (PPE)



145,600
Safe Man-Hours



6 First Aid Cases



40 HSE Meetings Held



285
Toolbox Talks Attendees

Site Safety Cycle

The "Site Safety Cycle" arrangement is modelled on the Sri Lankan practice of "Safety Work Cycle" which encourages active participation of, and communication among, site staff at all levels with a view to promoting safety and tidiness of construction sites. It is done through a "5S -" system. The term "5S -" comes from a formal system created by Sri Lanka and adapted by our head project in Oman and many sites in the Middle East.

The 5 steps include **organisation, neatness, cleaning, standardisation, and discipline**. It is a set of principles and methodology of organisation and standardisation that goes well beyond normal housekeeping programmes, and sets the foundation for up-keeping and improving the work environment.

The Sri Lanka Industrial Safety and Health Association (SLISHA) general guidelines for construction site safety management by Master Employer (1995) set out the implementation of such safety and health arrangements before the start of work. Under this arrangement, the related subcontractors are required to assemble their employees before the start of work every day and make safety and health arrangements concerning the following:

- Providing instructions to related workers concerning the work contents, working procedures, points concerning industrial accident prevention, etc., for the day
- Announcing the results of liaison and coordination arrangements between work assignments
- Understanding the views and opinions of related workers in the prevention of industrial accidents
- Safety activities such as hazard prediction activities

In a report on benchmarking Study on Construction Safety in Sri Lanka in the July 2001 issue of Green Cross published by the Hong Kong Occupational Safety and Health Council, it was suggested that the

Safe Working Cycle (SWC) has become a cornerstone of the Sri Lanka construction industry consisting of commencing a working day with 15 minutes of Toolbox Talk (for all site staff), an introduction to the day's activities and their inherent risks, an introduction to new workers, and an impressive display of team spirit.

Well Planned Housekeeping

At the project site, housekeeping is taken seriously.

All passageways are maintained in good conditions.

They are unobstructed and clearly defined with adequate lighting with clear sight line at breaks and corners. Lighting is ensured to be adequate and maintained to avoid flickering light. All emergency lighting systems are checked and maintained to ensure that they are in perfect working condition.

Stacking of all materials.

When we think of the safety issues, many of us tend to think about the hazards involved in using various equipment for the operation. While these issues do pose significant threats, the way materials

are actually stored and stacked can also impact everyone's safety. The S&T team ensures these are well planned, stocked, stacked and checked to avoid falling, damage and causing injuries. Standards are set for the storage of materials to avoid these accidents.

Regular maintenance of all stairs, steps and landings.

This is an age-old advice, but needs to be continually repeated: to keep stairs clear. Broken treads, loose or torn carpets, and other coverings are a hazard and are repaired as soon as identified. Use of non-slip surfaces on treads is ensured to prevent accidents. A broken light over the stairs or a poorly lit staircase run also creates a fall hazard; the HSE team ensures that stairways are well lit.

Keep your fire control well in place.

All extinguishers and firefighting equipment are serviced and marked properly. Employees are well trained to control fire. An efficient alarm system is installed and maintained. Storage of excess quantities of flammable items is completely avoided, and if required, proper storage procedures have been set and are rigorously followed.

Daily Safety Activity





SAFETY ALERT Series

Learning From Incidents

Diesel Tanker Topped Accident

Incident: A diesel tanker toppled due to mechanical gear lever failure coupled with the lack of driver's attentiveness.

The vehicle was moving down the slope when this incident occurred. The mechanical failure prompted the driver to stop the vehicle in motion. The driver tried to stop the tanker by putting the vehicle on the reverse gear and in the process, the vehicle toppled. Moving heavy vehicles against the gravitational force requires not only experience & technique but also presence of mind. Failure in one of these is believed to have resulted in the incident.

The Construction Manager immediately informed the Emergency Rescue Team about the incident. The team arrived at the spot soon after and extricated the driver from the vehicle. Post following standard safety procedures, a crane was called to lift the tanker, and diesel spillage was removed & cleaned. No casualties were reported.

Remedial actions:
To avoid such incidents, the following steps should be taken:

- Regular vehicle inspection by Operator/Foreman/Supervisor/Transport incharge as per the manufacturer's standards.
- Defensive driving safety training shall be conducted.
- Adequate traffic sign boards shall be displayed in strategic locations, blind corners etc.
- Speed-breaker road humps shall be provided.
- Hard barricading shall be installed.

Finger Injury

Incident: The victim was cutting wood on a table saw cutter machine. While working, his left hand incidentally came in contact with the machine, severely injuring his fingers.

The incident occurred due to poor supervision and using an equipment which was rejected by the HSE

department for absence of wheel guards. Another prime reason was that the victim wrongly assessed the use of the cutting machine for a tiny piece of wood (size 3mm thick, 20mm width, 250mm length).

Safety precautions /procedures:
To avoid such incidents, the following steps should be taken:

- Ensure pre-inspection checklist process for all equipment.
- Ensure wheel guard and emergency switch off buttons are in stable condition.
- Deployment of trained and competent operators.
- Quarantine damaged/defective equipment.
- Task-specified PPEs
- Adherence of operational control procedures.
- Training and awareness.





Picture for representation only

Fire Incident

Incident: On 17th May 2016, a fire erupted at around 16:00 hrs in portacabin No. 31 in the labourers' living quarters, Qarn Al Alam. The camp cleaner alerted everyone. Distress calls were immediately made and the teams concerned were moved into action. The fire was so intense that it destroyed 22 portacabins and the personal belongings of the labourers. Even though the cabins were two to three metres apart, high winds caused the fire to spread quickly throughout the camp.

A loose electrical connection inside the portacabin led to the electrical short circuit. Teams analysed the situation and assumed the following triggers:

- Old style portacabins of timber frame type.
- Loose electrical joints.
- Unmaintained window AC units.
- Smoking inside the portacabin.
- Flammable materials and solvents used for cooking purposes were stacked inside the cabin.
- Unauthorised general store run by workmen.

- Safety, stability, and integrity of portacabin not satisfactory.
- The labour camp was not routinely inspected by the supervisor/site management team.

Safety precautions / procedures:

To avoid such incidents, the following steps should be taken:

- Periodic inspections of camp premises along with project head, camp incharge.
- Smoking inside the portacabins need to be strictly prohibited.
- Electrical foreman to check all sockets /plugs/loose connection and ACs periodically.
- Ensure availability of fire protection system (Fire Hose Reels).
- Strict security check-in before entering the camp and site premises.
- Availability of Public Audience System.
- Prohibition of cooking inside the cabins.
- Wooden timber frame portacabins to be replaced with insulated portacabins.
- All camp supervisors/team leaders to undertake safety/camp duties training.



HSE Statistics

Consolidation Report

Period: January 2016 - December 2016

Month: December 2016

1. Manpower Statistics	Up to Previous Month - Group	Oman Civil	Oman Interiors	Marble Factory	Joinery Factory
Avg. Number of Personnel (Current Month Including Sub-contractors)	NA	5,208	295	231	382
Cumulative Number of Personnel	92,422	63,185	3,407	2,562	4,704
Monthly Man-Hours	NA	1,384,160	76,700	60,060	102,190
Cumulative Man-Hours - YTD	22,594,660	15,433,080	837,870	666,120	1,197,558
2. Incident / Accidents					
Fatalities	0	0	0	0	0
RIDDOR (UK Only)	2	0	0	0	0
First Aid Case (FAC)	1,082	58	0	2	9
Lost Time Injury (LTI)	20	0	0	0	0
Medical Treatment Case (MTC)	86	4	0	0	1
Restricted Work Case (RWC)	0	0	0	0	0
Near Miss/Near Accident	337	19	1	1	3
Fire Incidents	8	0	0	0	0
Road Traffic Accidents (RTA)	0	0	0	0	0
Environmental Incidents	0	0	0	0	1
3. HSE Management					
Number of HSE Meetings Held	732	10	3	0	3
Weekly HSE Inspections	1,641	32	6	0	4
Senior Management HSE Tours	231	1	0	2	0
HSE Audits	Internal	208	0	0	0
	External	27	0	0	0
Previous Actions Outstanding	567	9	1	0	18
Actions Raised for the Period	2,293	61	3	1	29
Actions Closed for the Period	1,874	64	2	0	17
4. Training					
Induction Courses Held	2,869	115	18	1	1
Number of Persons Inducted	16,644	550	64	2	1
Other HSE Training Courses held - JST, VIT, OJT, Drills, Campaigns, Certifications	399	14	4	0	0
Number of Persons Trained	8,550	222	62	0	0
Number of Toolbox Talks Held	3,555	53	8	0	3
Number Toolbox Talks Attendees	933,652	8,567	831	0	310

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Dubai	Qatar/Doha	Sri Lanka	India	UK	Total	Cumulative (YTD)	Remarks
127	1,802	121	571	767	9,504	NA	
1,529	54,164	1,989	3,736	6,613	141,889	141,889	
30,480	468,520	37,510	148,466	147,035	2,455,121	NA	
364,528	3,682,640	528,130	971,360	1,440,753	25,122,039	25,122,039	25M
0	0	0	0	0	0	0	
NA	0	--	0	0	0	2	
0	2	0	5	0	76	1,158	
0	0	0	0	0	0	20	
0	1	0	0	1	7	93	
0	0	0	0	0	0	0	
0	0	0	0	0	24	361	
0	0	0	0	0	0	8	
0	0	0	0	0	0	0	
0	0	0	0	0	1	1	
0	4	0	10	47	77	809	
1	20	0	20	146	229	1,870	
0	0	0	9	26	38	269	
0	0	0	0	14	14	222	
0	0	0	0	8	8	35	
0	0	0	17	3	48	615	
1	56	0	23	78	252	2,545	
1	40	0	15	72	211	2,085	
6	13	0	45	80	279	3,148	
22	313	0	172	366	1,490	18,134	
2	9	0	9	2	40	439	
66	26	0	227	16	619	9,169	
8	60	0	136	148	416	3,971	
68	32,194	0	2,998	987	45,955	979,607	



Improving Effectiveness through Trainings

Toolbox Talk on 'How to Survive during Sandstorm & Rainfall'

'How to Survive during Sandstorm & Rainfall' was the most recent Toolbox Talk conducted at the Royal Oman Police - Officers Club House, in March 2016. Key points covered were:

Method I: Surviving a Storm on Foot

- a. Put a mask over your nose and mouth
- b. Protect your eyes
- c. Look for shelter
- d. Get to high ground
- e. Shield yourself from flying objects
- f. Wait out the storm

Method II: Surviving a Storm in a Car

- a. Try safely outrunning the storm
- b. Pull the car over and stop
- c. Reinforcement Work

Method III: Thinking Ahead for Next Time

- a. Know where dust and sandstorms occur
- b. Heed dust storm warnings
- c. Be prepared in case of an emergency

Fire Fighting Training

Store section staff and workers in Doha get trained to prevent fire mishaps. When it comes to disasters at the workplace, fire-related mishaps are one of the most feared accidents. Fire is powerful enough to take away everything in the blink of an eye. This is the main reason why it is important to know how to prevent fire accidents from happening. To avoid such mishaps, firefighting sessions are conducted regularly at site.

A firefighting training session was organised for store section staff, security guards and store helpers on 25th February 2016 at Doha. These sessions were conducted by Mr. Joy George - HSE Manager and Mr. Jobin - HSE Officer for staff and workers, respectively. Almost all valuable fit-out products are stored in the basements. Since these are packed in paper cartons, the probability of such items getting ablaze is high. In view of this, methods on how to raise alarm, methods of firefighting, emergency evacuation procedure, and assembly points were discussed. In addition, smoke

detectors and extinguishers were placed and security guards were also appointed and trained.



Top 10 Environmental Tips



Turn off electrical appliances - When not in use, electronic appliances should be turned-off. A single computer and monitor left on for 24 hours a day would cost over £50 a year.



Turn off the tap - Water is a necessity, so is its conservation. By simply fixing a dripping tap, as much as 5,000 litres of water a year could be saved.



Reduce waste - We can reduce the amount of waste we create by choosing what rubbish we throw away. Bring reusable bags and containers when shopping, travelling, or packing lunches or leftovers. Choose products that are returnable, reusable, or refillable over single-use items.



Don't waste food - Food wastage is not only an economic and environmental problem, but also a poor practice that harms society. The habit of wasting food should be stopped immediately.



Recycle waste - Recycling is processing used materials (waste) into new, useful products. Products once used could be repaired and reused multiple times. For instance, a tin, if recycled, would save enough energy to power a television for 3 hours.



Support Fairtrade - Ensure good working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world.



Get on your bike - Bicycling significantly reduces transportation emissions while also reducing traffic congestion and the need for petroleum. It takes a lot less energy to make than a car and does not require toxic batteries or motor oil, thus contributing towards a healthy environment.



Volunteer to make a difference - Volunteering provides physical and mental rewards. It also reduces stress and makes one healthier. It not only strengthens the community, but also unites people from different backgrounds to work towards a common goal.

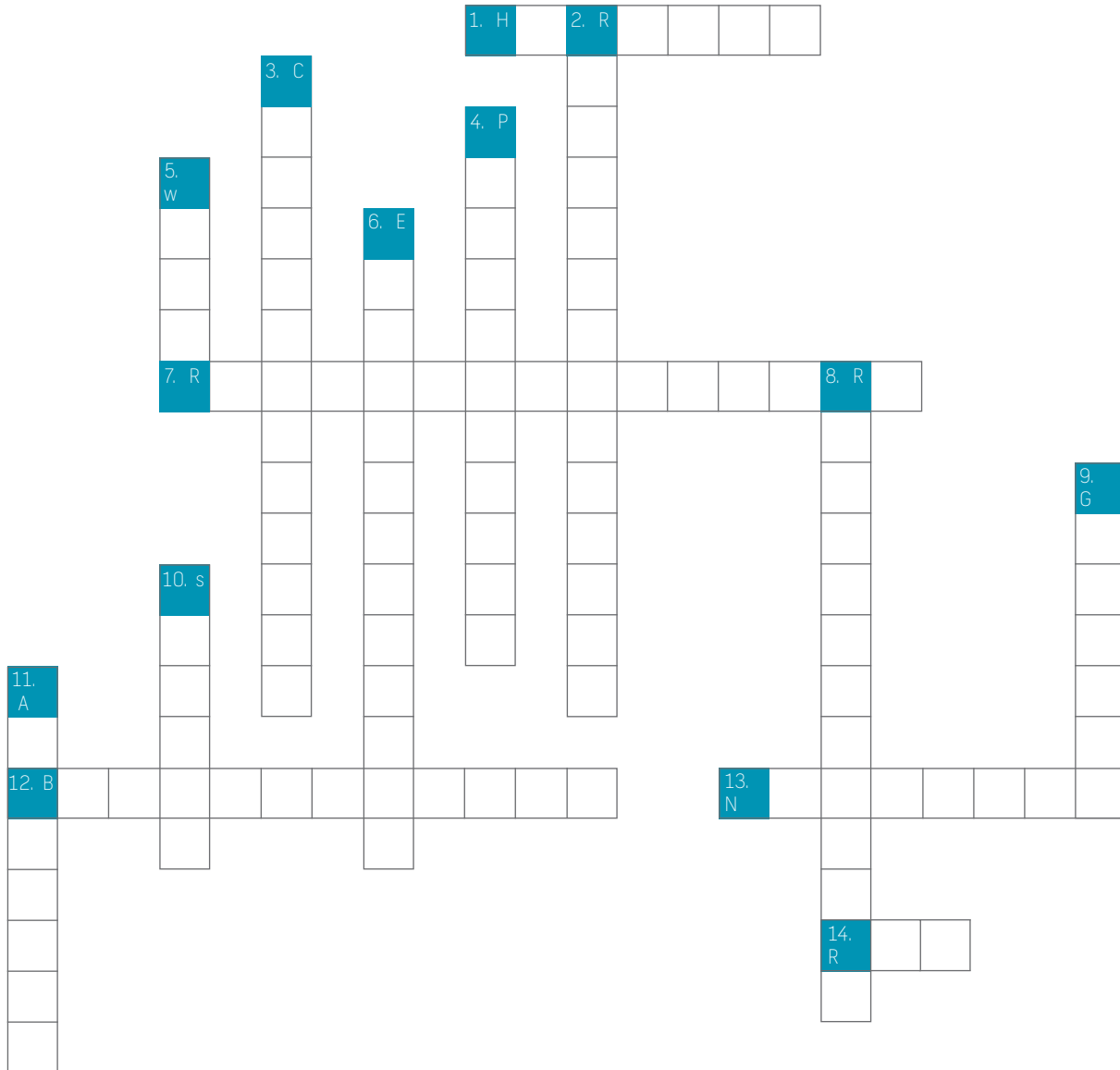


Eat more local, seasonal food -The best consequence of eating locally and seasonally is that we get the best tasting, healthiest food available at an affordable price. The food is grown closer to you so it doesn't spoil on its trip; it's harvested at the peak of its season and sold during its season, before it spoils.



Buy more sustainably - Buying sustainable products help in reducing the impact on the environment, addresses social issues, and improves livelihoods of individuals and communities.

Test Your Knowledge



Across Clues

1. Must be worn when working at height.
7. A control measure will do this.
12. Should be applied before starting work.
13. A dangerous occurrence.
14. The colour of all fire extinguishers.

Down Clues

2. A document you should refer to before starting work.
3. For use on electrical fires.
4. Gives off toxic fumes when burnt.
5. Do not use this extinguisher on electrical fire.
6. Touching live wires will give you this.
8. The action to take if a fire breaks out.
9. Must be worn when eye hazards are present.
10. Shape of the sign for hazardous substances.
11. A dangerous substance.

Across Answers

1. Hardhat 7. Reduce The Hazard 12. Barrier Cream 13. Near Miss 14. Red

Down Answers

2. Risk Assessment 3. Carbon Dioxide 4. Polystyrene 5. Water 6. Electric Shock 8. Raise The Alarm 9. Goggles 10. Square 11. Asbestos

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