# Table of Contents

- About Us ........................................ 2  
- COO Message ................................. 3  
- Overview ....................................... 4  
- Safety .......................................... 5  
- HSE Performance ............................. 7  
- Emergency Preparedness ................... 9  
- In Discussion ................................. 12  
- Environmental Protection ............... 13  
- Health Protection ............................ 14  
- Security ....................................... 16  
- HSE Training & Awareness ............... 17  
- Achievements ................................ 19  
- Challenges-2013 ............................ 23
About Us

UrbaCon General Contracting (UCC) was established in Qatar in early 2011. UCC and KCT exist as Sister Companies founded originally from the mother company Al Khayyat Contracting Company in Syria. The Al Khayyat Company has been the leading construction company in Syria since it was established in 1983.

Since UCC first opened its door for business in Qatar, the evident successful execution of a vast diverse array of major projects has built its reputation as one of the Qatar’s most respected players in the construction industry. UCC projects both already been completed and in progress, comprising but not limited to, High Rise Developments, Public Parking Developments, Luxury Palaces, Commercial and Industrial Projects, Stadiums, Off-Shore Construction, Resorts, Entertainment Facilities, Shopping Malls, Luxury Villas, etc.

Teamwork is an essential part of the UCC culture, guided by the competent project managers and upper management who display outstanding commitment and personal involvement in the successful execution of our major projects. From the ground-up, the expertise of our people ensures a sustained performance that will continue to carry us forward in the future.

UCC is an OHSAS 18001 and ISO 14001 certified company who follows stringent safety regimes and continuously strives to improve its business performance and relationships.
Since the launch of UCC in 2011 it has been the Management team’s goal to impart a culture of continual improvement in our HSE performance. This vision is cascaded encouragement on business and encompasses all our subcontractors, design consultants and partners.

HSE Team and representatives work together with their colleagues on our projects throughout the group, to drive continuous improvement in our HSE standards and performance.

In 2012 we ensured that a safe working culture and good environmental risk management practices were thoroughly embedded in the business, achieving our OHSAS 18001 and ISO 14001 in the process.

I would like to thank all of our employees that have contributed to our HSE Performance in 2012 and, know that the ethos of continual improvement will serve us well for the years ahead.

We are therefore proud to present our Health, Safety and Environment Report for 2012, detailing our progress and we would welcome your comments and feedback.

Glyn Thomas
Chief Operations Officer
Overview

This is the first HSE Annual Report for UCC and this report outlines the performance and accomplishments of the business for the year 2012. The report covers the areas of Health, Safety and Environment (HSE) in line with the company policy and commitment to report HSE performance.

There are thirteen chapters in the report. The first and second chapters cover UCC introduction and COO message respectively. Chapter three to twelve feature the highlights of the company’s HSE performance, security, training and achievements. The last chapter presents the challenges ahead in 2013.

UCC operates under a common set of business principles, supported by policies and business control. These include a group HSE Commitment and Policy which require that every department and project shall have a systematic approach to HSE Management.
Safety means “taking responsibility”

UCC Management accepts responsibility for its employees and is committed to ensure that employees feel safe at work and return home healthy at the end of the working day. This philosophy applies to all business partners and subcontractors engaged with us. Where UCC partners and subcontractors must comply with the high standards we set and, in parallel, actively supported in their occupational safety effort. Our goal is to achieve zero accidents across all of our activities. We strive to achieve our goal and we continue to work towards preventing accidents and operating our projects safely. Should an incident occur, we do our utmost to minimize the impact on the persons involved, the environment and the public, and we see to it that we learn from the experience.

The safety of our employees is of the highest priority at UCC. In our business we do not differentiate between subcontractors and our own employees and vice versa. Our success in the past years encourages us to continue our commitment in maintaining the high level we have already achieved. Responsibility, pro-activeness and everyone’s personal commitment are the main requirements of ensuring a long-term high level of safety.

Indeed, preventing work-related accident contributes greatly to UCC stable production. At the same time, healthy and motivated employees, given with their high performance and creativity, bring inevitable economic success to the company through less time lost. People come first at UCC.
Safety 2012 at a glance

UCC performance in Health, Safety & Environment (HSE) remained strong and met targets such as zero fatalities. Though five cases of lost time accidents were reported and investigated in 2012. However we developed, maintained and implemented a HSE Management System to meet the requirement of ISO 14001:2004 for Environmental Management System and OHSAS 18001:2007 for Occupational Health & Safety Management System. In October 2012, SGS has recommended UCC for OHSAS 18001:2007 and ISO 14001:2004 certifications based on in depth HSE Management System audits across UCC projects and business units.

The Company also launched its Management Program, which aims to amplify the HSE commitment across the UCC community and simplify the requirements as follows:

- Comply with the law, standards and procedures.
- Regularly reviewing the individual process and the management system for effectiveness and facilitating continual improvement.
- Keep all employees free from any risk and hazards in the workplace that can threaten their health and safety.

The Management Program was cascaded across all UCC Projects in October 2012; this included 100% compliance of HSE induction, segregation of waste and health surveillance.
## HSE Performance

### 2012 HSE Performance by the Numbers

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Number of fatalities</td>
</tr>
<tr>
<td>9 Million</td>
<td>Man-Hours worked in one year</td>
</tr>
<tr>
<td>1.9 Million</td>
<td>Man-Hours worked since the last Lost Time Accident</td>
</tr>
<tr>
<td>5</td>
<td>Lost Time Accident (LTA)</td>
</tr>
<tr>
<td>0.50</td>
<td>Lost Time Injury Frequency (LTIF)</td>
</tr>
<tr>
<td>9</td>
<td>Moderate Cases</td>
</tr>
<tr>
<td>0</td>
<td>Reported occupational illness</td>
</tr>
</tbody>
</table>

The HSE Performance dashboard details UCC actual HSE performance against performance targets set in HSE Management System documents.

**Definitions:**

- **LTA (Lost Time Accident)** – injury arising out of, or in connection with work, which involves a person being absent from work for more than 4 days.

- **LTIF (Lost Time Injury Frequency)**

- **Moderate Case** – Injury arising out of, or in connection with work, which involves a person being absent from work for less than 3 days.

### Incident Triangle

![Incident Triangle Diagram]

- **FAT** 0
- **LTA** 5
- **Moderate Case** 9
- **HSE Violation** 240
- **Site Improvement Notice** 282

Leading Indicators:

- occurrences

Lagging Indicators:

- leading indicators
First Aid Cases by Category of Accident

- Slipped/trip ped & fall: FAC 21
- while handling: 6
- Unsecured materials: 4
- Struck by & caught between: 17
- chipping: 1
- grinding: 1
- Others Handling: 7
- Manual Handling: 120
- electrical: 22
- Impact: 35
- exposed to high heat energy: 2
- Others: 41

HSE Violation

- SWCP: HSE Violation 53
- The Island - Secondary: 41
- The Base: 2
- Leawaina: 37
- Dukhan: 27
- Banana: 8
- VIP: 47
- Kaabania: 20
- Shahaniya: 5
- The Island Villa & Gate House: 0

Safety Improvement Notice (SIN)

- SWCP: Safety Improvement Notices Issued (SIN) 81
- The Island - Secondary: 9
- The Base: 11
- Leawaina: 75
- Banana: 63
- Dukhan: 35
- Kaabania: 6
- Shahaniya: 2
- VIP: 0
- The Island Villa & Gate House: 0
Emergency Preparedness and Response

UCC has established a procedure to identify potential hazards and their impact and how to respond to such situations for preventing and mitigating the environmental impacts and occupational health & safety risks.

*UCC staffs undergo first aid training for Basic Life Support and Standard First Aid including CPR, conducted by Hamad Hospital and Enertech.*

*UCC Staffs undergo Firefighting and Fire Prevention training conducted by Enertech in 2012.*
 Incident Management

UCC promotes safety at work through risk assessments, method statement & procedures, seminars, training courses and audits. Reporting and investigation of incidents plays a key role in prevention and helps increase the standard of safety further. Detailed analysis of incidents helps identify and assess their causes. All incidents where there is a risk potential are investigated. The results are used to derive measures to protect against such incidents occurring in the future and are communicated every month.

Crisis Management

UCC HSE management system focuses on avoiding incidents. However, to respond to unexpected events, UCC has an end-to-end, clearly defined and interdisciplinary, crisis management system comprising strategies and measures to handle incidents that may arise. The system is embedded in the existing management structure. Only a planned and organized approach guarantees the best-possible prevention and control of emergencies. Emergency plans, regular safety exercises and half yearly drills for potential major incidents aim to ensure an ideal response.

Regular training courses help to sensitize and prepare UCC employees for any incident might occur. Meanwhile, HSE representatives are responsible for compiling, maintaining and supervising the measures and associated documentation for emergency procedural planning.
Sub-Contractor Management

UCC selection criteria for sub-contractors are not limited to economic aspects. Environmental protection and work safety standards are also taken into account in assessing new and existing sub-contractor relationships. As regards to compliance with HSE standards, UCC team places the same high requirements on its sub-contractors and partners as on its own employees. Consequently, the company applies strict criteria in the selection process. Extensive prequalification to examine a sub-contractors’ HSE performance is conducted before any contract is awarded. This comprises an assessment of the sub-contractors’ HSE performance on the basis of audited HSE documentation. Information events are also held together with sub-contractors with the objectives of informing the sub-contractors of UCC requirements, training them and giving them the precise recommendations in relation to HSE which will enable them to improve and achieve UCC HSE performance goals. Audits complement all these measures.

An integral part of sub-contractor management, involves the recording and auditing of their HSE performance. The audits are conducted by a team of HSE representatives (Cross Functional Team, CFT) and an operational specialist from the field of work. The findings are complemented by continuous on-site inspections.
In Discussion

Senior HSE Manager & Management Representative, Ahmad Aseer, on the importance of HSE in UCC activities.

Economic and HSE objectives have equal priority

Q: How significant is HSE for UCC?
A: The clear philosophy of our company’s management is that our high standards in health, safety and environment at UCC have equal priority alongside economic objectives. Nothing is so urgent or important that allows HSE principles to be ignored. This philosophy protects our employees – UCC’s most important resource.

Q: Implementation of, and compliance with HSE standards, entails costs. Doesn’t that diminish commercial success?
A: The very opposite – high HSE standards are the key to lasting commercial success. For instance, avoiding occupational accidents pays off two-fold: Production remains stable because no time is lost due to injuries. At the same time, healthy employees are also motivated, perform well and can channel all their energy into making the company successful.

Q: What are the employees and sub-contractors contributions to this?
A: All of us have a vital part to play when it comes to complying with the HSE Policy. We expect responsibility, pro-activity and personal commitment from everyone and we do not make a distinction between our own employees and employees of our sub-contractors. We have an ambitious goal: zero accident in all our activities. Whilst we have not achieved this target in 2012, we are doing all we can to meet this target and avoid any accident and operate on all our facilities as safely as possible.

Q: Where do the challenges lie in the next few years?
A: Sustainability is an issue which requires more attention in the coming years. Construction waste management and segregation of waste are another challenges we are addressing across the UCC business.
Waste Management

UCC Promotes 3Rs

Recycle - to convert waste to reusable materials, usually when given or sold to an outside company for use in another process. The recent agreement with Qatar Rotomould, to return them back the used Plastic barriers for recycling purpose, greatly help meeting our environmental objectives of waste management and recycling materials.

Reduce — to make or become less during the process thus lessen the problem.

Reuse — to use again for a second time or further use, most likely internally by UCC.

Managing Environmental Effects

We operate a step-by-step measured for identifying and evaluating any significant environmental aspects and impacts associated with UCC projects, facilities and yards and set out controls to assist the projects in undertaking all activities in a manner that will not result in pollution, will least damage the environment and will cause the minimum of disruption to local communities and wildlife.

Environmental Assessment

The Company regularly conducts assessments on the existing and potential environmental conditions through Environmental Impact Assessments (EIA) and implementation of regular Management System Audit in line with ISO 14001:2004.
The aim of health protection at UCC is to prevent any work-related illnesses or impairment to employees’ health, as well as maintaining a high level of health within the workforce.

Main topics are health promotion and ensuring effective medical care in the event of emergencies.

The issue of health protection in marine construction, island construction, construction in remote regions and under extreme climatic conditions requires special attention. Special preventive measures are taken with great care to rule out health risks to employees and subcontractors as far as possible.

Medical care by a company physician is provided at Shahaniya Labour Camp Clinic which is equipped with all required paramedical and clinical facilities.

In addition, UCC offers its employees the chance to participate in regular health campaigns on issues, such as basic physical checks, BP and medical screening.
Insights

A hazardous substance database has been developed for Workshop Department (WSD) Operations. It gives UCC employees a quick access to information on substances. This information is in the form of safety data sheets, risk assessments and operating instructions. UCC is currently uploading the database on to the UCC SharePoint network where it can be accessed locally making it easy to be used by all employees.

The database content is maintained and updated centrally and thus it will always be up-to-date. However, the database is not only used for our operational business, but also for conducting employees training on the safe use of hazardous substances. UCC is also implementing medical screening of operatives such as welders and painters in order to ensure that the potential occupational impact of hazardous substances is being avoided.
The Security Division of UrbaCon General Contracting plays a major role in the company’s construction projects camps and business units. The term “Security” with regards to UCC means “protecting and safeguarding” the company properties and employees by implementing standardized operational procedures. Recently, UCC have engaged a professional security company, Qatar Security Service (QSS), to ensure professional security controls are in place across all UCC projects, camps and business units. The total security strength presently distributed throughout UCC projects, camps and business units comprises of 75 professional security guards. The security operation is enhanced by communication via walkie talkie with a unique allocated frequency.

To further improve the present system, a security control room and a 24 hour helpdesk are being established in Shahaniya camp, this control room will be operated by trained operators and the security pass controllers to fully integrate UCC security requirements.

UCC security team is led by the Security Manager Mr. Sultan A Shaffi with the direction of Senior HSE Manager Mr. Ahmad Aseer and the Chief Operations Officer Mr. Glyn Thomas.

The Security team has played a major role in ensuring the welfare of employees in the camp and also coordinating to the HSE team for the effective implementation of Safety and Security procedures, whilst in parallel protecting company property and equipment.
HSE TRAINING & AWARENESS

Activities

The HSE Department has shaped a new in-house training facility run by our own dedicated HSE Trainer, located at UCC Shahaniya Complex. The objectives of this training facility are:

- To achieve compliance with project HSE Plans, Policy and our HSE Management system
- To meet the requirement of the standard training procedure UCC-HSE-MSP-11
- To give guidance on completing Training Needed Analysis
- To Spread HSE awareness among our staff and workers
- To Positively reinforce and encourage the workforce to come forward safety

Mock Drill and Evacuation Drill Trainings

This training was conducted at various locations such as Banana Island and Leawaina projects, to ensure that all employees are familiar with evacuation procedures and are aware of the duties they are responsible for in case of an emergency. Following the training, evacuation drills and surprise drills were conducted to maintain employee awareness.
HSE Training Highlights- 2012

UCC has developed a team of competent and certified riggers and banksmen following a competency training programme and through various internal and external training processes. UCC has a total number of 21 riggers who are now certified and are serving UCC projects, giving impetus to safe lifting operations.

With the collaboration of WSD, UCC scaffolders are now trained, certified, competent enough and operating functionally well across all business units. UCC training includes for scaffolders, scaffolding supervisors and scaffolding inspectors with both internal and external training conducted by third party agencies. The scaffolding teams led by the Scaffolding Manager are responsible for on-site erection, alteration and dismantling of all scaffolding works across UCC business.

Further training involved 80 employees who attended the Power Tool Training conducted by M/S HILTI & MAKITA separately at Dukhan Beach House Project.

Similarly 8 HSE personnel representing the Cross Functional Team (CFT) attended and successfully completed the Internal Auditor Training Course conducted by RASTEC in line with ISO 14001 and OHSAS 18001 Standards. They will be responsible to conduct internal audits across UCC projects and facilities.
ACHIEVEMENTS
HSE Champions of the 2012

Leawaina Majlis Project

With a total of 1,109 workforce

With Safety Awards presented to the following

Tarlok Chand
Labour

Jai Chand
Labour

Rajeev Kumar Gupta
Foreman

Sakir Ali
Carpenter

Muhamad Hassan
Electrician

Sameer Haq
Foreman

Aissa Tigarnit
Foreman

Jai Hazara Ram
Joiner

Tarlok Hari Dass
Labour

Pravin Kamble
Engineer

Baidya Nath Jaiswal
Labour

Kamal Bahadur
Security
Leawaina Majlis Project achieved 1 Million safe worked hours since the last lost time accident on November 20, 2012 and heading towards 2 Million achievement.

Client HSE representative, Sr. HSE Manager and Project Manager participated in the celebration of 1 Million safe man hours.

Dukhan Beach House Project achieved 1 Million safe worked hours without lost time accident on July 21, 2012 and heading towards 2 Million achievement.
Safety Awards for the year 2011-2012
VIP Golf Project

With Safety Award is presented to the following

- Hamid Raza
  Safety Officer

- Verghese Thomas
  Project Engineer

- Sadre Alam Ansari
  Site Engineer

- Mamoun Kaddour
  General Foreman

- Brij Kishore
  Charge Hand

- Harilal Singh
  Senior Carpenter

- Shivnath Prasad
  Senior Carpenter

- Jabbar Shaikh
  Carpenter

- Mohamed Khair
  Stone Mason

- Anwar Hussain
  Labour

- Mohammad Asem Ansari
  Safety Officer

VIP Golf Project Achieved 1 Million safe worked hours
since the last lost time accident on December 20, 2012
Banana Island Project achieved 1 Million safe worked hours without lost time accident on December 20, 2012
CHALLENGES for 2013

1. All projects departments and business units to promote UCC’s updated HSE Management System to all staff and the supervisors, using a range of prescribed presentation formats on June and July 2013.

2. Head Office HSE Team to develop and implement a framework that will measure the maturity of the HSE Management System within UCC projects, against a range of activities and criteria, by end of August 2013 to assess any gap between current implementation and required standards.

3. Ensure that all workplaces apply consistent HSE performance measurement by coordinated reference to HSE Programme by August 2013 (before next Surveillance Audits).

4. IOSH courses to be opened for Supervisors and Foreman including Arabic speakers.

5. WSD to ensure that Occupational Health Screening of high risk labours, those exposed to excessive levels of hazardous substances such as welders, painters, etc., are carried out regularly. (First screening by August 2013)


7. Measurement and compliance of 100% completion of HSE Induction by August 2013.
The key themes within this challenge are therefore:

1. Compliance with our published HSE systems and procedures.
2. Competence of staff and workforce culture and behavior.
3. Consistency of approach to HSE across the projects.
4. Consolidation and continuity of work already in progress.
5. Care and health of our employees.
6. Concern and care for the environment.
7. Campaigns on key HSE topics.
For comments and suggestions:

HSE Department
UrbaCon General Contracting
Tel: +974 4429 2220 and 4429 2221 | Fax: +974 4429 2244 | Ext: 2954
PO Box: 201184 Doha – Qatar
Email: a.aseer@urbacon-intl.com