

1. Objective

The purpose of this document is to detail how QAPCO will manage the safety performance of Contractors as part of the procurement, contracting and work process, and in particular:

- Defining the minimum safety requirements/ objectives to be met at each stage of a contract
- Developing and implementing a strategy for proactive management of Contractor safety
- Describing the process which shall ensure a continuous improvement in safety performance for all Contractor activities
- Outlining the role and responsibilities of key personnel in Contractor HSE management

2. Scope

This Procedure provides the HSE management requirements that apply to the engagement, administration, co-ordination and monitoring of contractors providing services to QAPCO.

The scope of this procedure covers all activities related to HSE management from receiving of a service requisition by the Procurement group until the HSE evaluation of Contractors after the execution / delivery of the service(s).

This Procedure shall be applicable to contractors & their activities at QAPCO Mesaieed plant, Doha head quarter and other facilities directly managed by QAPCO. This Procedure applies to all major contracts and is exclusively written for contractors providing onsite Company services, including but not limited to engineering, construction, maintenance, janitorial, troubleshooting, and demolition being performed in QAPCO manufacturing facilities, administrative offices, and projects.

This procedure is not applicable to:

- Contracts and/or Purchase Orders for pure supply of goods.
- Contracts or Purchase Orders for services carried out remotely or 'Offshore' without site work interventions or with minimum intervention for gathering information or meetings such as consultancy services, IT support and so forth.

Non-HSE technical requirements associated with tenders and contracts are outside the scope of this Procedure.

3. Procedure Summary

This procedure provides the mechanism and details on how to achieve HSE standards from contractors compatible with those required by QAPCO for their own operations.

This procedure identifies and describes the activities associated with the Management of Contractor HSE in QAPCO within the formal framework of a contract, across the whole lifecycle of the contract from pre-qualification of contractors to contract award and until formal completion and close out. The specific objectives and mandatory requirements for each phase are mentioned.

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4. Introduction of Contractor Safety Management Process

4.1 Contractor Categories

One of the most important contract management decisions to be made by QAPCO is to identify the Contractor Category which specifies the type of contract to be entered into and the corresponding management approach.

Remote Contractors

Category 1: Contractors that are not required to visit QAPCO facilities. These include suppliers of goods, equipment and material, fabricators with their own facilities or repair of equipment at service providers' workshop.

EPC / EPCM Contractors

Category 2: Contractors In the form of a group or an individual that work on a greenfield project. Typically work activities and QAPCO operations are separated.

Office and Administration Contractors

Category 3: Administration and Office Contractors and Engineering manpower who are entering QAPCO for meetings, consultancy and desk work mainly in the main office buildings. No physical work

is required.

Low Risk Office Contractors

Category 4: Low Risk Office Contractors where some physical work is required but it is confined to the main office facilities only. Examples include cleaners and “office helpers”.

Risk work in Offices

Category 5: Risk Office Contractors where higher risk work is required. Examples include Air Conditioning work, gardeners, provision of meals or kitchen and construction in offices.

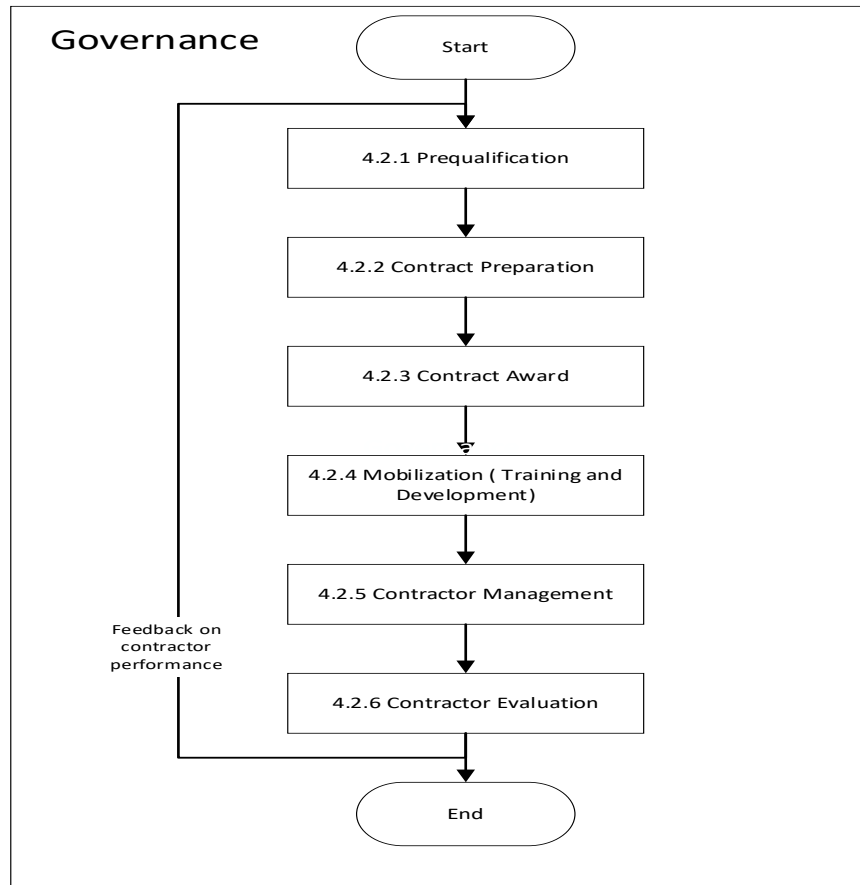
Site Contractors

Category 6: Site contractors (Service Providers) that require access to or work in QAPCO operational facilities (inside gate 2). These will include independent contractor operators and labor contractors.

Category	Types of Contracts
1	Remote Contractors <ul style="list-style-type: none"> • Vendor • Manufacturer (OEM) • Off-shore fabrication
2	EPC / EPCM contractors <ul style="list-style-type: none"> • Project Contractor
3	Office and Administration contractors <ul style="list-style-type: none"> • Consultants/Engineering manpower • Outsourced IT providers • Travel agency / Call centre providers
4	Low risk office contractors <ul style="list-style-type: none"> • Cleaners in offices • Office helpers
5	Risk work in offices <ul style="list-style-type: none"> • Air Conditioning • Gardening and meal preparation • Construction
6	Site contractors <ul style="list-style-type: none"> • All work on QAPCO operational sites

Contract Category and corresponding typical contracts

4.2 Overview of CSM process



Overview OF CSM Clarification

Ref.	Clarifications details
4.2	<p>Scope of Governance: Governance is focused on the process of managing service contractor HSE performance starting with HSE Pre-Qualification (which is done either before initiating official tender for mega projects or during the tending process for normal tenders) and ending with Contractor Evaluation during demobilization. The process involves service contractors, User departments, Procurement, HSE resources and the Contractor Safety Management Sub Task Force.</p>
4.2.1	<p>Scope of Pre-Qualification: HSE Pre-Qualification is focused on the process to confirm that contractors being selected can achieve QAPCO HSE expectations and are capable to manage hazards and risks related to the contract execution. Documentation of previous contractor work history with QAPCO should be included in the HSE evaluation process.</p> <p>Qualification of contractors involves HSE resources, service contractors, User departments, Procurement, sister companies, government data if available, and the Contractor Safety Management Sub Task Force.</p>
4.2.2	<p>Scope of HSE in Tender Preparation: Scope of HSE is focused on the process of ensuring that contractor HSE requirements are clearly defined and communicated to the service contractor in the Tender document.</p>

	<p>The process begins by confirming that the minimum HSE requirements are in line with the SOW - of the service contract Tender and ends with the inclusion of additional required HSE procedures, if deemed necessary, in the Tender document.</p> <p>The process involves User departments, HSE resources, Procurement and the Contractor Safety Management Sub Task Force.</p>
4.2.3	<p>Scope of Contract Award:</p> <p>Contract Award is the process of selecting the successful service contract bidder and is governed by Procurement Policy and Procedures.</p> <p>The process ensures that the successful bidder passes the HSE evaluation criteria to be qualified.</p>
4.2.4	<p>Scope of Mobilization (Training & Orientation):</p> <p>Mobilization (Training & Orientation) is focused on the process of conducting a kickoff session to emphasize the HSE requirements, approval of the contractor's Final HSE Plan, screening of proposed HSE senior staff and HSE orientation. The process begins with approval of the Final HSE Plan and ends with completion of all required contractor employee HSE training. Process involves HSE training resources, L&D, service contractor management and employees, Procurement and the Contractor Safety Management Sub Task Force.</p>
4.2.5	<p>Scope of Contractor Management:</p> <p>Contractor Management is the process of monitoring and supervision by the Contract Holder of the contractor HSE performance and compliance with the support of the QAPCO HSE team. The process involves contractor management and their HSE support team and the Contractor Safety Management Sub Task Force. The process begins after mobilization and ends with demobilization.</p>
4.2.6	<p>Scope of Contractor Evaluation:</p> <p>Contractor Evaluation is the process of conducting periodic HSE service contractor evaluations and post contract evaluations of the service contractor HSE performance including all positive and negative aspects during the contract execution.</p> <p>This process begins with scheduled periodic HSE evaluations and ends with the post contract HSE evaluation submitted and filed by Contract Holder after completion of contract and demobilization.</p> <p>This process involves the service contractor management, Contract Holder, QAPCO HSE team, Procurement and the Contractor Safety Management Sub Task Force.</p>

4.3 Roles & Responsibilities

4.3.1 Management Responsibilities

Management has the responsibility to implement this Procedure. QAPCO management shall:-

- Set in place a contractor safety management sub- task force to implement this procedure and be responsible to govern the overall 6 step contractor safety management process and ensure continuous improvement.

- Set goals, objectives, and expectations for Contractor HSE performance.
- Demonstrate “felt leadership” for and commitment to the managing, monitoring and administration of on-site Contractor HSE processes.
- Periodically engage with key Contractors (in both a senior management QAPCO/ Contractor partnership forum, and a Contractors HSE sub task-force forum) to review Contractor HSE Performance and develop and manage joint HSE Performance Improvement Plans and Activities
- Evaluate the overall Contractor HSE management procedure to determine if upgrades are needed every five years (Manage Policy, Procedure, and other documented Information Procedures Ref: PR-QA-001).

4.3.2 Procurement Representative

Procurement Group shall be responsible for:

Pre-Award

- Managing the Contractor pre-qualification and registration process,
- Managing the whole procurement cycle in accordance with Procurement Policy and Procedures.
- Communicating all HSE Pre-Qualification requirements to the bidders and from End User or HSE department.
- Finalizing Contractor Bid Evaluations,
- Managing contract award processes in accordance with Procurement Policy and Procedures.

Post Award

- Managing post contract award processes in accordance with Procurement Policy and Procedures.

4.3.3 User Department

The User Department shall be responsible for:

Pre-Award

- Defining the general scope of work or services in sufficient detail to identify the major hazards and HSE impacts,
- Developing technical evaluation criteria for bids in accordance with Procurement Policy and Procedures
- Identifying the applicable QAPCO Standards and Procedures relevant to the contract (with support from HSE and technical functions as appropriate),
- Leading a structured, formal HSE assessment, with HSE for the anticipated contract,

Post Award

- Initiating a kick-off meeting with the Contractor after contract award and before commencement of the work,
- Assuming responsibility for the supervision, monitoring, inspection and audit of the Contractor's execution activities to ensure the Contractor's HSE Plan is being implemented,
- Ensuring that Contractor and their employees, including sub-contract employees are working in a safe manner and complying with all applicable QAPCO HSE rules and regulations,
- Ensuring that the minimum HSE & welfare requirements (Toilet facility, Resting & dining area with A/C and Drinking water facility) are provided to the Contractors' workforce
- Notifying Contract Holder User Dept. in case of any HSE non-compliance,
- Ensuring all Contractor related incidents are reported and investigated until close out.
- Evaluating Contractor HSE performance on an on-going basis and at the end of the contract and providing the data and findings to the Contract Holder User Department. Cases of violations of contractual requirements, requiring termination or official notice of default, needs to be reported to Procurement Shared Services

4.3.4 Contract Holder User Department

Shall be responsible for:

Pre-Award

- Identifying QAPCO's HSE project organization/interfaces and define supervision requirements, roles and responsibilities
- Supporting the evaluation of contractor bids against requirements
- Examining, in coordination with end-user/user dept & HSE, areas where critical time schedules and resource limitations may call for extra attention to HSE

Post Award

- Ensuring that the actual implementation of mobilization program complies with the program outlined in the Contract Project HSE Plan
- Ensuring that the HSE Plan is adhered to throughout the duration of the contract
- Leading and/or participating in Contractor HSE compliance audit / inspections and advising Contractors on HSE audit findings & discrepancies
- Ensuring that the Contractor develops an action plan in line with HSE audit findings / discrepancies and following up on close-out
- Leading post contract HSE evaluation with support of HSE team and other department representatives with representative from contractor site management

In case there is no Contract Holder User Department all the above duties need to be undertaken by the User Department

4.3.5 HSE Department

The HSE Department shall be responsible for:

Pre-Award

- Monitoring and updating, as necessary, the HSE Pre-Qualification criteria in the HSE questionnaire/score sheet for pre-qualification (PR-SO-002-F01)
- Evaluating bidders responses to Contractor HSE Pre-Qualification Checklists based on applicable HSE criteria.
- Performing the HSE evaluation based on the defined HSE pre-qualification criteria and inform the Procurement Group of the result of the HSE evaluation
- Initiating the HSE variance form (PR-SO-002-F 02) (if required) and approval of the control plan
- Supporting user department by providing input to Contract specific HSE criteria and specifications
- Performing HSE evaluation of Contractor preliminary HSE Plan
- Supporting bid clarification, contractor HSE bid evaluations and auditing processes
- Distributing and explaining QAPCO HSE policy statement, basic HSE rules and work procedures, etc.
- Briefing contractors on HSE requirements and Incident reporting and investigation procedures
- Providing HSE inputs in scope of work when required.
- Interviewing and assessing the contractor HSE competence of the safety officers/ Lead executors etc.

Post Award

- Participating in the Kick off meeting
- Carrying out pre-execution HSE plan audit
- Tracking HSE KPIs and the definition of HSE continuous improvement strategy
- Collecting data and reviewing the contractor HSE Performance
- Conducting/supporting HSE audits at least once a year for permanent contractors with more than 50 workers working within plant restricted areas.
- Verifying that safe conditions prevail before authorization of specified work permits.
- Monitoring that contractors comply with their own HSE Plans, procedures and standards applicable in QAPCO

- Supporting the investigation process for accidents and near misses
- Reviewing contract terms and conditions in relation to HSE issues and advising the Procurement Shared Services for improvement in future contracts
- Providing input for the Contract Close-out Report
- Maintain the Service Provider Database (PR-SO-002-AP01)
- Maintaining the reports of the Contractor evaluation in a Service Provider Database (PR-SO-002-AP01)

HSE department shall be responsible for training:

- Providing HSE induction training as per section 5.2 of IN-250- HSE-05 contractor safety rules and regulations
- Ensuring the timely delivery of training courses and the issuance of corresponding training badges.
- Managing training records generated from this procedure.
- Providing advice and support concerning HSE issues when required
- Confirming Contractor employees' competence in HSE
- Confirming that HSE induction and training plans are in place

4.3.6 Contractor Site manager

Contractor site Manager shall be responsible for:

Pre-Award

- Maintaining an HSE Plan accepted by QAPCO and for executing all the contractual activities in compliance with its provisions

Monitoring the following but not limited to during selection phase:

- Ensuring that contractor staff receives HSE Induction from QAPCO
- Ensuring that contractor staff is properly trained on the QAPCO procedures

Post Award

- Complying with QAPCO safety rules and regulation (IN-250- HSE-05)
- Controlling the actions of their employees while engaged on QAPCO business
- Managing the execution of their activities in accordance with the contract and the requirements of this procedure and reporting, when applicable, to the Contract Holder/Coordinator and HSSE division
- Ensuring all contractor / subcontractor employees follow QAPCO HSE policies and procedures, applicable State HSE Laws, and other relevant rules and regulations during the course of contract. Any amendments/ updates to QAPCO polices or procedure will also be applicable to contractor and contractor shall comply with it

- Failure of the Contractor, his workmen, agents or representatives to observe these safety rules shall entitle QAPCO without incurring any liability, to remove the contractor, his workmen, agents or representatives from the site

4.3.7 Contractor Safety Management (CSM) Sub Task Force

The CSM Sub Task Force shall be responsible for:

- Fully communicating all Contractor HSE Management Procedure changes to QAPCO leadership
- Reviewing the performance of the QAPCO CSM system, its implementation and performance across the six steps and different contract types, to identify areas requiring further improvements, define priorities and development improvement plans.
- Leading the use of the same Contractor Evaluation tool to serve as a template/methodology to improve contractor quality job performance. The initial focus of the task force will be to review and improve safety performance.
- Defining and supporting enhancement of capability needs of QAPCO and contractor personnel to continuously improve contractor HSE and Quality performance
- Tracking Contractor KPIs that align with continuous improvement in HSE and Quality
- Encouraging/Assisting Contractor management to take actions to raise their overall HSE Score
- Tracking and confirming consistency of auditor grading of worker topic evaluations

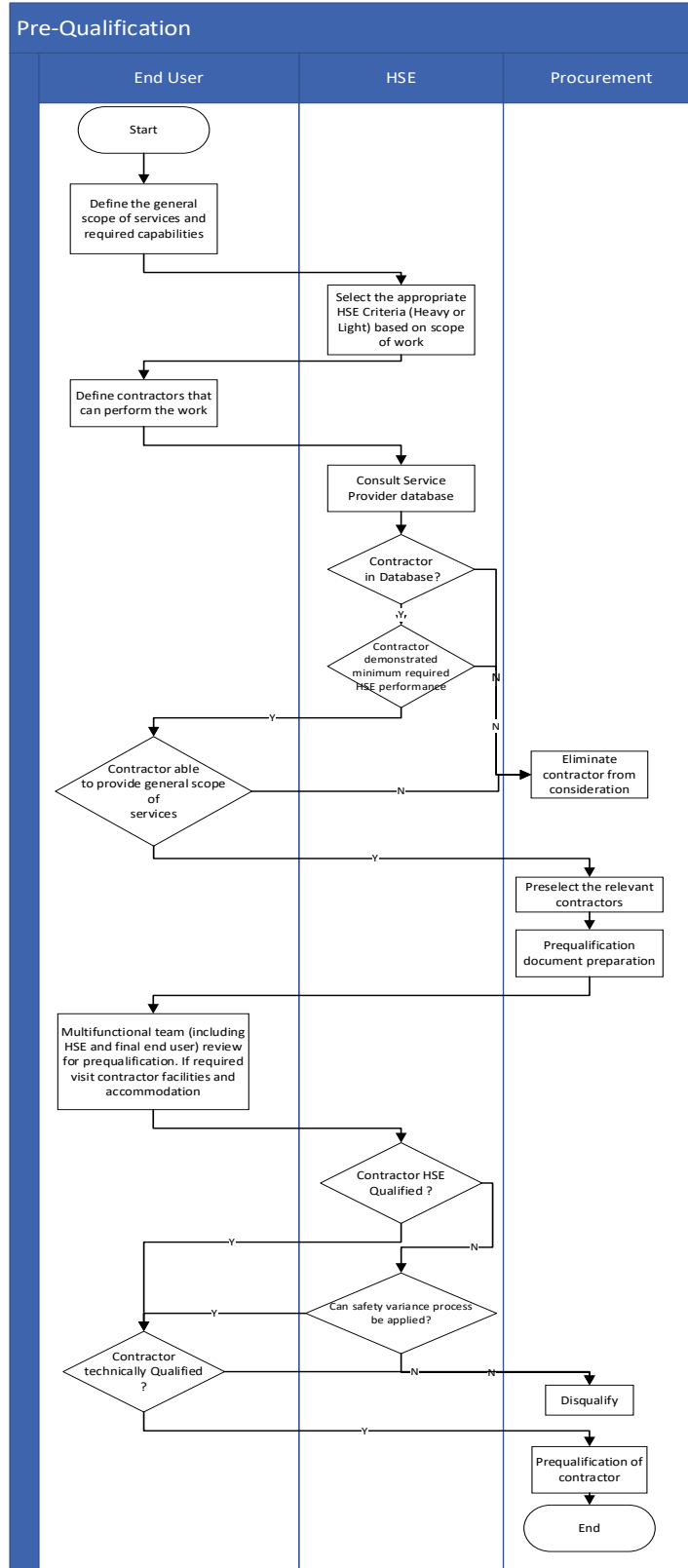
4.3.8 Contractor Safety Management 6 step Process Coordinator

The CSM 6 step Process Coordinator shall be responsible to:

- Leading the implementation of all aspects of the Contractor HSE Management procedure
- Leading the continuous improvement of the CSM 6 step process across QAPCO to achieve and maintain world class contractor safety and quality performance
- Supporting the CSM STF to accomplish their responsibilities
- Promoting the sharing of contractor HSE and Quality best practices across QAPCO
- Assembling, validating and issuing the contractor performance report

5. Six Step Contractor Safety Management Process

5.1 Pre-Qualification



Considering that the same set of service providers are repeatedly engaged by QAPCO, the HSE pre-qualification will be primarily applicable for Mega Projects when requested by the user Department. If contractor pre-qualification is not requested, all of the HSE Qualification processes described below are implemented during the Contract Award step.

Contractors' HSE Qualification is assessed utilizing the HSE questionnaire/score sheet for Qualification (PR-SO-002-F 01) for the contractor to complete and support where necessary by historical performance records in the Service Provider Database (PR-SO-002-AP01).

The Service Provider Database (PR-SO-002-AP01) specifying the Contract Category a contractor is HSE Qualified to bid for, HSE Post Contract Evaluation (PR-SO-002-CL 04) and expiry date of the HSE Qualification is maintained by HSE. A transparent list of HSE dis-qualified contractors is also maintained to ensure integrity of the contractor management process.

The User Department/Contract Holder works together with Procurement and HSE and consults the Service Provider Database (PR-SO-002-AP01) to identify the list of HSE suitable Contractors. Where there are limited or no contractors that are HSE Qualified, HSE Qualification has lapsed or new contractors are being considered (open bidding), the Qualification process is instituted and led by the HSE team.

HSE questionnaire/score sheet for Qualification (PR-SO-002-F 01) and if required a HSE Management System, Facility and accommodation Audit is applicable for:

- New contractors understanding of HSE Qualification process
- Contractors who have previously been removed from site or had their contracts revoked
- Contractors whose HSE pre-qualification has expired.

The validity of the Contractors Qualification is defined based on the criteria described in the table below.

Validity	HSE Qualification
3 years	If contractor cleared HSE Qualification criteria and awarded job
1 year	If contractor cleared HSE Qualification criteria but not awarded job

Validity of HSE-Qualification

The HSE questionnaire/score sheet for Qualification (PR-SO-002-F 01) covers the information required to assess the extent to which contractor HSE and its site management are organized to meet QAPCO HSE requirements. The Contractor is advised to cover all (including support) activities and not just those conducted on QAPCO sites. The overall passing score for High Risk contracts is 70% and 60% for Low Risk contracts.

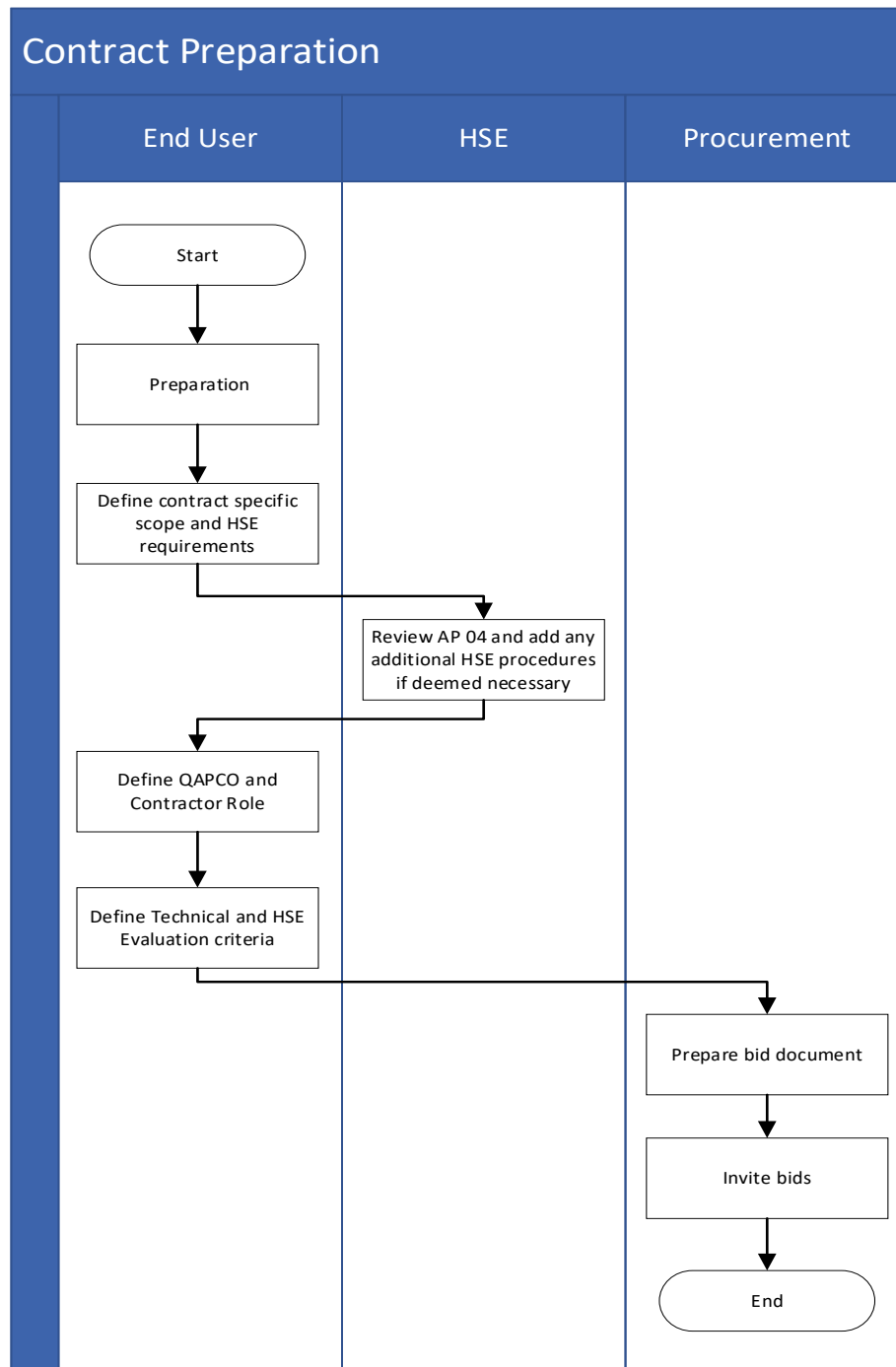
Emphasis should be placed on the need for complete answers substantiated by supporting documentation as far as is practicable from previous contracts with QAPCO or other Qatar Energy subsidiaries.

Responses and any supporting documentation must relate specifically to the policy and

organizational arrangements of the company that would be the signatory of any contract. If necessary, follow-up discussion with the Contractor's management may be needed. Prior to HSE Qualification status being gained, the HSE Qualification documentation must be reviewed and approved by a multidisciplinary team involving the Contract Holder and representatives from Procurement and HSE.

In case the contractors is not able to clear the HSE Qualification minimum passing score; but due to certain business needs, the same contractor needs to be engaged, then the HSE Variance form (PR-SO-002-F 02) should be followed. Only after the HSE variance has been approved can the contractor be considered for award.

5.2 HSE in Tender Scope Preparation



5.2.1 Definition of HSE in Tender Scope

The User Department shall produce a comprehensive description of the Tender scope of services in sufficient detail to identify the major hazards and safety impacts.

This should include aspects such as:

- Types of activities,

- Location of site(s) and workplace,
- Timing and sequence,
- Personnel,
- Plant and equipment used,
- Materials and consumption,
- Mobilization and de-mobilization requirements.
- Refer to Procedure for Sourcing (PR-SS-01 Strategic Sourcing and Tendering) for additional details.

5.2.2 Review Scope of work and identification of Contract HSE Requirements

A safety assessment shall be carried out for each anticipated service tender scope of work. The HSE department will lead the review jointly with the User department to identify scope-specific additional HSE requirements which need to be communicated to the contractor to assist them in evaluating the HSE requirements.

The safety assessment will be translated into a specification for inclusion in the tender as follows:

- Identify the HSE regulations and procedures specific to the contract (over and above the minimum list of requirements mentioned in List of HSE Regulations and Procedures (PR-SO-002-AP02)
- Define and list, if any, specific HSE documents to be submitted by all the bidders during the tender stage
- Define and list, if any, specific HSE documents to be submitted by the selected Contractor after the award
- Identify extra specific training requirements,

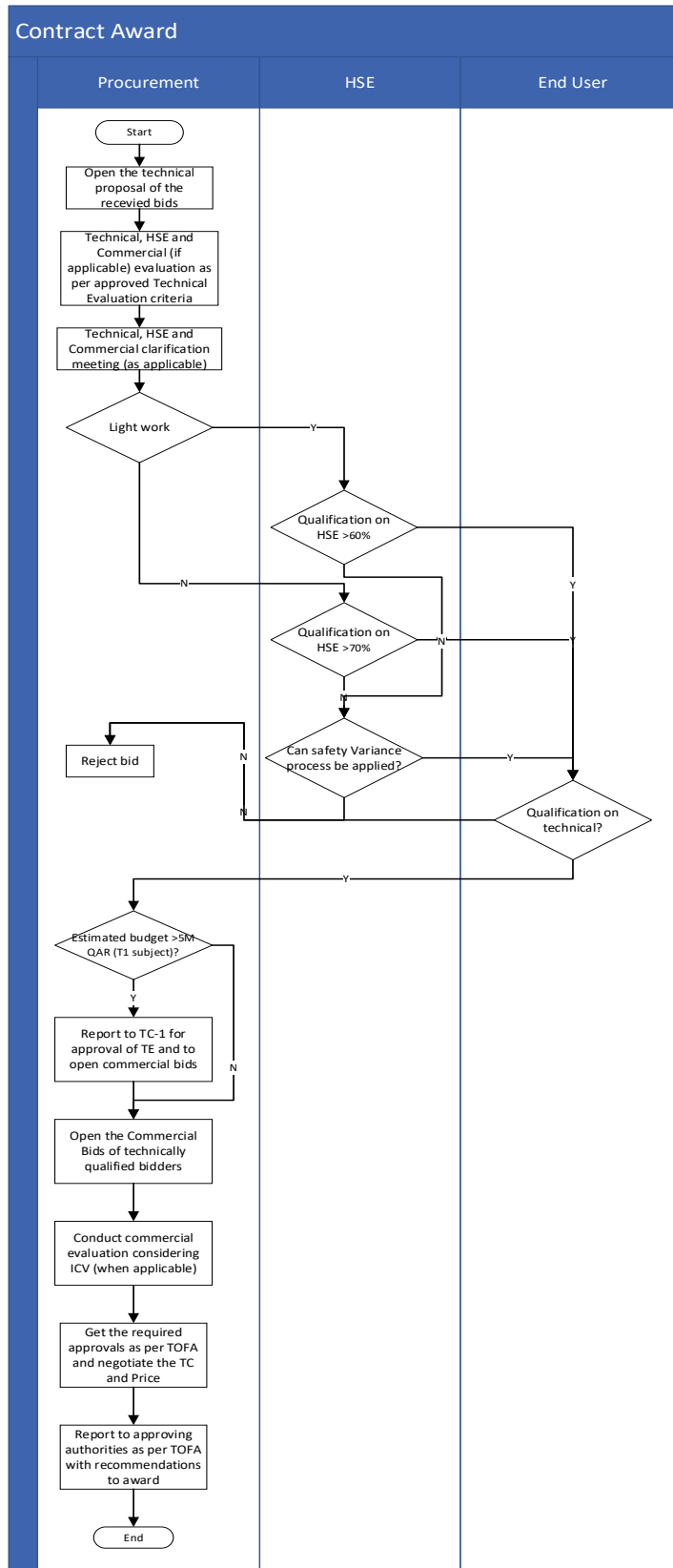
5.2.3 Bidding

Based on all the information prepared to this point, and the proposed bidders, the Procurement Group will prepare bid documents and invite bids for the contracted work per Procedure for Sourcing (PR-SS-01 Strategic Sourcing and Tendering).

5.2.4 Review and update of site conditions document

Conduct a review to update the HSE Site Conditions document at least annually or as changes occur and edit the Site Conditions document that is included in the contract package.

5.3 Contract award



5.3.1 HSE Evaluation process

The bid process should follow the current, agreed Procurement evaluation process as per the applicable Procurement Procedure for Sourcing (PR-SS-01 Strategic Sourcing and Tendering).

Contractors bidding for the job can visit the site to be familiar with the conditions and get their questions answered in writing. The purpose of a site visit is to have bidders acquaint themselves with existing HSE conditions. Procurement is accountable, in combination with the User Department and HSE department to evaluate the bids, hold clarification meetings (Technical, Commercial, HSE) to address exceptions and interview key contractor personnel to ensure alignment with the scope of work, HSE requirements and contractor’s bid information.

During this phase, the HSE team and the User Department shall respond to the contractor's HSE and Technical clarification requests respectively. Copies of queries and replies shall be circulated to all contractors.

Evaluation of bids is done by Procurement, the User department and HSE, against the HSE criteria developed and agreed in the preceding Preparation phase and against the HSE questionnaire/score sheet for HSE Qualification (PR-SO-002-F 01). Based on the type of service, there are two types of HSE evaluation checklists (Heavy and light site work). The minimum overall passing score is 70% for heavy site work or 60% for light site work.

	Types of Contracts	HSE prequalification criteria
1	Remote Contractors <ul style="list-style-type: none"> • Vendor • Manufacturer (OEM) • Off-shore fabrication 	<ul style="list-style-type: none"> • None
2	EPC / EPCM contractors <ul style="list-style-type: none"> • Project Contractor 	<ul style="list-style-type: none"> • Heavy Site Works Bidders
3	Office and Administration contractors <ul style="list-style-type: none"> • Consultants/Engineering manpower • Outsourced IT providers • Travel agency/Call centre providers 	<ul style="list-style-type: none"> • None
4	Low-risk office contractors <ul style="list-style-type: none"> • Cleaners in offices • Office helpers 	<ul style="list-style-type: none"> • Light Site Works Bidders
5	Risk work in offices <ul style="list-style-type: none"> • Air Conditioning • Gardening and meal preparation • Construction 	<ul style="list-style-type: none"> • Light site Works Bidders
6	Site contractors <ul style="list-style-type: none"> • All work on operational sites 	<ul style="list-style-type: none"> • Heavy Site Works Bidders

Table: Contract Category and HSE Pre-qualification criteria

5.3.2 Scope Specific HSE Plan Evaluation

As part of the bid submission, the contractor is required to submit a preliminary scope-specific

HSE Plan.

Contract Preliminary HSE Plan: The contractor shall develop a Preliminary HSE Plan as part of the tender submission to demonstrate that all hazards and their risks associated with the work or services have been identified, and adequate control measures have been determined. The Preliminary Contract HSE Plan shall cover the contract phases from mobilization through execution, de-mobilization and site restoration, and clearly indicate the specific procedures and standards to be followed during each phase of the contract. Refer to HSE Plan Requirements (PR-SO-002-AP 03) for more details.

Contractors bidding for new contracts or for renewed contracts shall provide a completed supplier qualification and written preliminary HSE Plan. Contractors in categories 2, 4, 5 and 6 that do not provide an HSE Plan will be disqualified from the tendering.

The extent of the HSE evaluation is defined below in the table.

QAPCO Categories & Evaluation method per contract category

Category	Contract Type	Evaluation method
1	Remote Contractors <ul style="list-style-type: none"> • Vendor • Manufacturer (OEM) • Off-shore fabrication 	
2	EPC / EPCM contractors <ul style="list-style-type: none"> • Project Contractor 	<ul style="list-style-type: none"> - HSE Plan Review - Interview of Contractor Leadership
3	Office and Administration contractors <ul style="list-style-type: none"> • Consultants/Engineering manpower • Outsourced IT providers • Travel agency/Call centre providers 	
4	Low risk office contractors <ul style="list-style-type: none"> • Cleaners in offices • Office helpers 	<ul style="list-style-type: none"> - HSE Plan Review
5	Risk work in offices <ul style="list-style-type: none"> • Air Conditioning • Gardening and meal preparation • Construction 	<ul style="list-style-type: none"> - HSE Plan Review - HSE Management System review - Interview of Contractor Leadership as required

6	<p>Site contractors</p> <ul style="list-style-type: none"> • All work on operational sites 	<ul style="list-style-type: none"> • HSE Plan Review • HSE Management System review - Interview of Contractor Leadership as required
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The contractor's preliminary HSE Plan shall be evaluated thoroughly. This evaluation should check that the HSE Plan achieves minimum acceptable standards, including reference to proposed key competencies, subcontractors, manning levels, as well as plant and equipment resources.

Any minimal exceptions must be fed back to the Contractor, allowing for the Contractor to address the feedback and if necessary, provide additional/updated information. This process should not unduly advantage the Contractor and if required, should result in the other Contractors being afforded the same opportunity

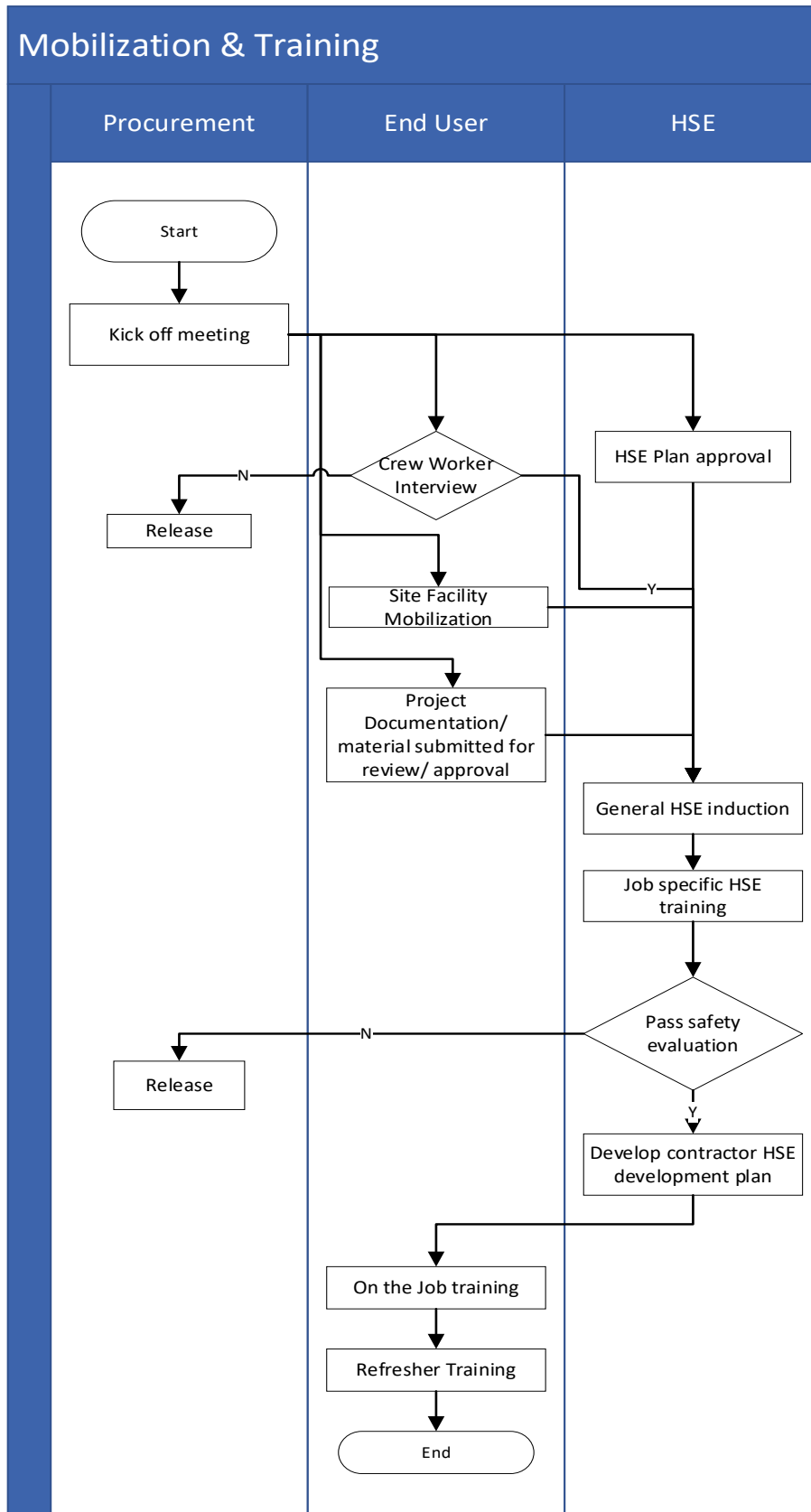
5.3.3 Emergency Award

In a certain, rare circumstances, an emergency award of a contractor may be required with the written approval as per TOFA on a case-to-case basis as defined in the existing Procedure for Sourcing (PR-SS-01 Handling of Emergency Requisitions). In such cases of the emergency award and when a contractor is unable to meet all QAPCO HSE requirements, the guidance per the HSE Variance form (PR-SO-002-F 02) must be followed.

5.3.4 Finalization of contractor award

Procurement will take the relative scorings from HSE and Technical evaluation scoring and proceed with Commercial evaluation and award recommendation to management in accordance with Sourcing Procedure (PR-SS-01 Commercial Negotiation).

5.4 Mobilization (Training & Development)



5.4.1 Kick off meeting

A Kick off meeting shall be held with the contractor after contract award and before the execution of any work. For detail refer to contracting & contract management procedure (PR-SS-02).

The local meeting should be held immediately prior to the start of any work. It should ensure that the contractor's workforce and supervisors are aware of the site hazards of the operation detailed in the scope of work and are familiar with HSE management system, working procedures, rules and regulations, alarms and signals, reporting requirements and emergency communications and procedures.

In addition, HSE will share the List of Contractor HSE Communication (PR-SO-002-AP 04) covering QAPCO best practices for developing a partnership with their service providers.

5.4.2 Mobilization

Contractor shall make available its major equipment such as earth-movers and lifting equipment to enable concerned QAPCO approved parties to conduct pre-mobilization checks to determine the suitability of the equipment for use in QAPCO operations and projects. Lifting equipment or other equipment like welding machines, diesel generators etc. and tools shall be found suitable to be mobilized and used (refer to IN-250-HSE-05). For certain category of work in high-risk environments equipment, hand tools, PPE, and scaffolding materials shall be inspected by QAPCO user & safety department prior to starting any work.

Contractor mobilization shall be conditional upon the receipt of a Final HSE Plan accepted by QAPCO. It is the responsibility of Contract Holder to collect the Final HSE Plan from the selected/identified contractor and hand it over to HSE for review. The Contract Holder and HSE will jointly review the Final HSE plan. The HSE plan must address all requirements listed in HSE Plan Requirements (PR-SO-002-AP03).

During the mobilization stage, the HSE Plan should be implemented by the management of both QAPCO and the Contractor. Depending on the circumstances, additional QAPCO supervisory staff may be required to allow rapid set-up and implementation of the HSE Plan.

As part of the mobilization, the User department or Contract Holder User Dept department is required to ensure that the HSE Plan of the Contractor has been fully implemented and is under full control by the Contractor (including cascading of responsibilities to any subcontractors). The approach to mobilization activities required by QAPCO is shown below in the table.

Category	Contract Type	Mobilization method
1	Remote Contractors <ul style="list-style-type: none"> • Vendor • Manufacturer (OEM) • Off-shore fabrication 	
2	EPC / EPCM contractors <ul style="list-style-type: none"> • Project Contractor 	<ul style="list-style-type: none"> • Kick-off meeting • Review and approval of the Contractor HSE Plan • Interview/Pre-Execution HSE Audit • Qualification/approval of
3	Office and Administration contractors <ul style="list-style-type: none"> • Consultants/Engineering manpower • Outsourced IT providers 	<ul style="list-style-type: none"> • Kick-off meeting
4	Low risk office contractors <ul style="list-style-type: none"> • Cleaners in offices • Office helpers 	<ul style="list-style-type: none"> • Kick-off meeting • Review and approval Contractor HSE Plan
5	Risk work in offices <ul style="list-style-type: none"> • Air Conditioning • Gardening & meal preparation • Construction 	<ul style="list-style-type: none"> • Kick-off meeting • Review and approval of the Contractor HSE Plan • Interview/Qualification/approval of contractor leadership team resources • Review and approval of Contractor HSE qualifications in conjunction with HSE department
6	Site contractors <ul style="list-style-type: none"> • All work on operational sites 	<ul style="list-style-type: none"> • Kick-off meeting • Review and approval of the Contractor HSE Plan • Interview/Qualification/approval of contractor leadership team resources • Review and approval of Contractor HSE qualifications in conjunction with HSE department

Mobilization activities per Contract Category

5.4.3 Pre-Execution HSE Plan Audit

At this stage of the mobilization for categories 2,4,5 and 6, an audit against the contractor's HSE plan by HSE shall be completed to determine whether the contractor has achieved the necessary targets stated in the HSE Plan and whether mobilization can be considered complete. Refer to HSE Plan Mobilization Audit Checklist (PR-SO-002-CL 01).

For relatively minor deficiencies the contractor should be requested to implement corrective

action and the audit repeated. It may be possible to allow this to take place in parallel with initiating the execution phase.

In the case of more serious omissions the option of withholding permission to proceed or even terminating the contract may be necessary.

5.4.4 HSE Remediation Plan

Should the contractor not meet the minimum requirements of QAPCO and the Contractor's own HSE Plan (either in terms of personnel, plan or other requirements) then a well-defined remediation plan following the HSE Variance form (PR-SO-002-F 02) will be developed, agreed upon and monitored closely.

5.4.5 HSE Induction Process

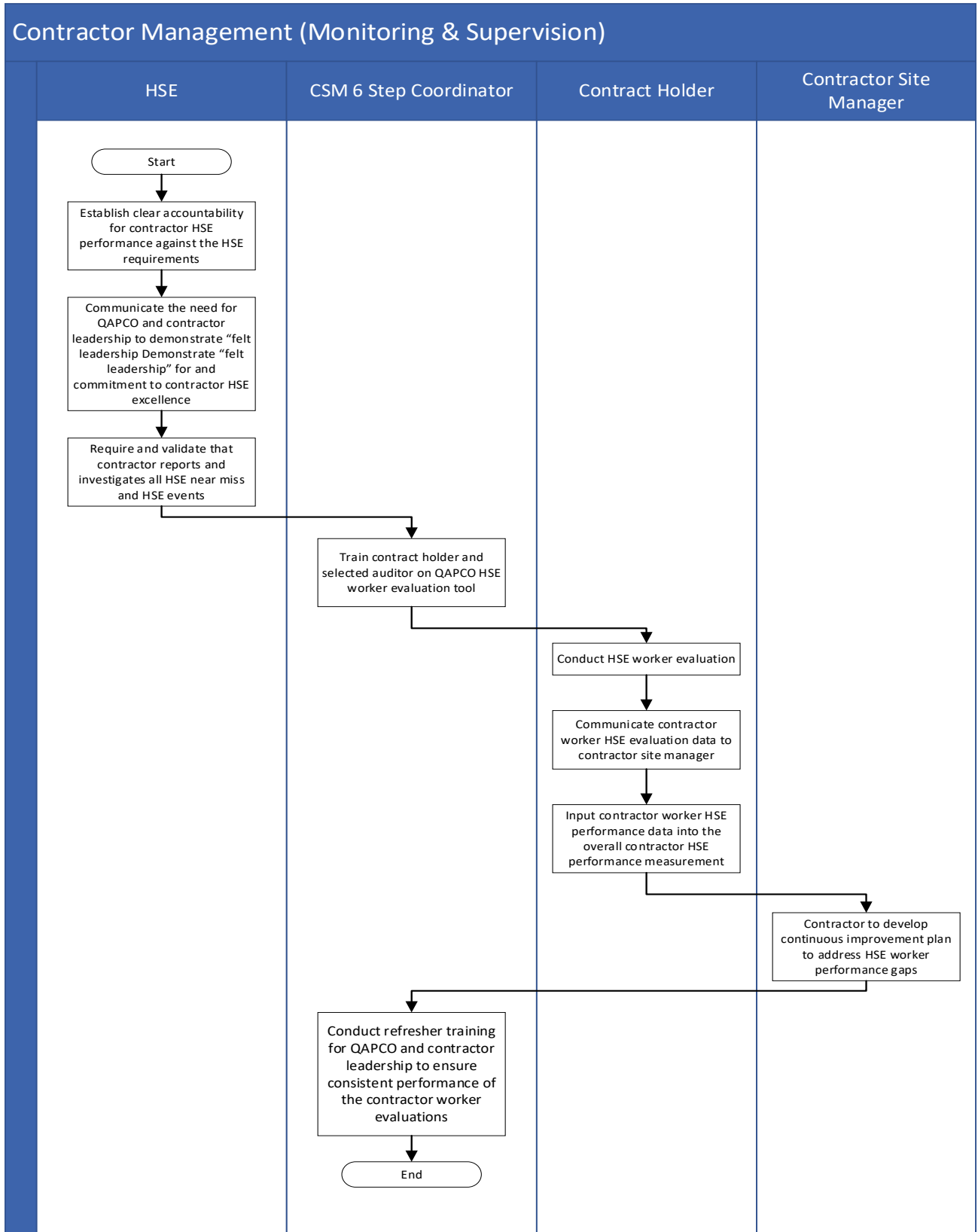
Before assigning to QAPCO sites, contractor shall train their staff as per the defined training matrix in contractor HSE plan. Contractor shall keep records showing that each employee has attended a training. In addition once mobilized, all Contractor personnel will be required to be inducted. There are three stages / types of induction, as defined in Contractor Safety Rules and Regulations (IN-250-HSE-05), namely:

- General HSE induction – required for all, and conducted by the plant HSE personnel,
- Area / Project Specific HSE induction – conducted by User Department or Area Manager and required for all personnel working within a specific area or project,
- Job specific HSE training – conducted by the User Department or Area Manager and required for all personnel conducting certain specific jobs, listed in the contract's scope of work.

At the end of each induction session, an evaluation to test competence / comprehension of the material will be conducted. Only workers passing the evaluation will be allowed to work on QAPCO sites – those unable to do so will be released. It will be the responsibility of the HSE department to monitor the assignment of suitably qualified and experienced HSE staff (Manager, Engineer, officers etc.) from contractor to the contract.

Each individual contractor will be issued an HSE Training and Access Card identifying the course they have completed and the corresponding work category. Contractors are to ensure that their personnel's cards are valid and up to date at all times and will be tracked, via audits.

5.5 Contractor Management (Monitoring & Supervision)



5.5.1 HSE Monitoring Plan

Contractor safety is a line management function and the line management is fully responsible for every aspect of it. The line management may take the help of HSE department for specific areas and topics but the responsibility and accountability still lies with the line management for the same.

At the onset of the contract execution, the contractor management with support from the contractor HSE team must define the Final HSE Monitoring Plan including (but not limited to):

- Roles,
- Audit requirements,
- KPIs / objectives,
- Training,
- Risk Assessments and JSA,
- Communication / meetings,
- Recognition

The User Department and HSE representative will liaise with Contractor, ensure buy-in and then execute the monitoring the plan, jointly with Contractor Leadership., The monitoring process shall stay in place during the remainder of the contract.

Some of the typical aspects that should be monitored should include the following:

- Reinforcement and checking of HSE targets in the Contractors HSE plan,
- Provision of training as defined in the Scope of Work(SOW)
- Contractor's monitoring of integrity of equipment and tools,
- Contractor's holding of daily toolbox talks and HSE meetings,
- Contractor's implementation of drills, contingency plans,
- Closeout of audit findings and non-compliances (including sustainable close out of root-causes),
- Effective management of sub-contractors (where applicable),
- Deviations from HSE plan assessed and approved.

During contract execution, contractor shall deploy adequate resources as determined by QAPCO, to implement and monitor implementation of the approved Contract HSE Plan. Any proposed changes to the Contract HSE Plan shall be formally brought to the attention of the QAPCO Contract Holder and concerned QAPCO HSE representative for their review and approval.

5.5.2 Supervision

The User Department must ensure that there is sufficient supervision available at all times to monitor Contractor activities. Where there are multiple applicable contracts within an area, site or project, the HSE team must appoint a Focal HSE representative from QAPCO to manage a selection of contractors, typical activities would include:

- Verification that all HSE-related clauses in the contract are being complied with,
- Regular and random site visits to monitor and guide activities related to safety,
- Attendance at regular HSE meetings,
- Follow-up of all incident reports,
- Prompt provision of resources and advice (in conjunction with the HSE team) or Contractor HSE issues,
- Regular evaluation reports of the contractor's HSE performance,
- Measures to promote improvements in HSE performance

5.5.3 Scope Change

If such a change is proposed or necessary, the User Department shall institute a Variation Process. Further details can be obtained from Procurement Procedure for Contracting & Contract Management (PR-SS-02 Contract Variations).

5.5.4 Execution

Contractor shall have procedures which ensure that all HSE hazards and effects relating to the work or services are identified, risk assessed and recovery measures are put in place. Job Safety analysis and HSE risk assessments shall be conducted as necessary to ensure protection of the safety and health of personnel and assets. Environmental aspects shall be identified, and their potential impacts assessed and mitigated

Contractor shall immediately report and investigate all HSE incidents, including near misses which occurred during the contract.

Protective clothing and appliances must be provided by the Contractor to protect the workers against bodily harm either immediately or in the long term. For detailed PPE requirement, refer to Contractor Safety Rules and Regulations (IN-250-HSE-05) and PPE Management Procedure (PR-250-HSE-02)

5.5.5 HPS and Safety Observation

Contractors must actively participate in the HPS activities. They must be engaged in hazard recognition by doing safety observations using HSE Observation cards on a regular basis. The use of the HSE Observation card will help to identify hazards and situations that need immediate correction, as well as promotes positive attitude. The QAPCO will enhance the partnership with service providers following Contractor HSE Communication (PR-SO-002-AP04).

5.5.6 HSE Contractor worker evaluation

The HSE Contractor worker evaluation is a critical input to the Contractor HSE Evaluation (PR-SO-002-CL03) and the overall HSE contractor performance measurement that is communicated monthly to the OSCT.

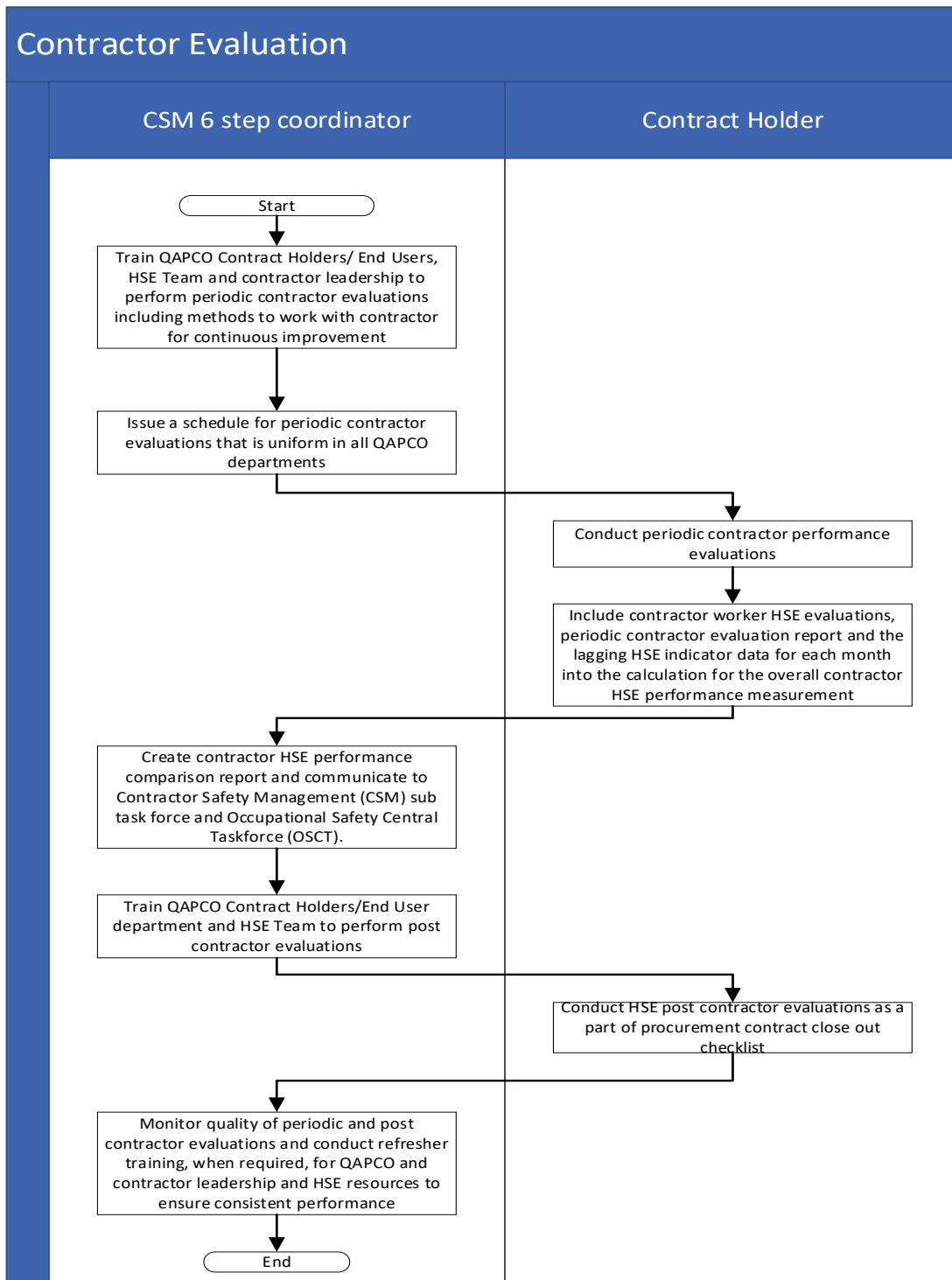
Once the contract is established, the Contract Holder for each contract needs to identify a few auditors to be trained to perform the HSE contractor worker evaluation portion of Contractor HSE Evaluation (PR-SO-002-CL03) and record the results.

The Contract Holder is responsible to communicate the HSE worker evaluation results with contractor management and to support the contractor management's continuous improvement initiatives.

The CSM sub-task force needs to ensure that sufficient QAPCO line management members, users from different departments and HSE resources are trained to perform worker evaluation including methods to work with contractor to continuously improve.

Contractor worker evaluation must follow the TBI for Worker Evaluation by Auditor (PR-SO-002-AP 05)

5.6 Contractor Evaluation



For medium and high risk contracts, the Contractor 6 step process Coordinator and the CSM Sub Taskforce will determine which contractors will have their HSE performance measured and reported following the template in Contractor HSE Evaluation (PR-SO-002-CL 03).

Per the Contract Close-Out Checklist(PR-SS-02 section 8.6), the Contract Holder shall, in

consultation with the HSE team, conduct an HSE Post Contract Evaluation (PR-SO-002-CL04) for each contractor in Category 2, 4, 5 and 6. The HSE Post Contract Evaluation (PR-SO-002-CL04) and all associated contractor reports shall be communicated to the Procurement team and documented in the Service Provider Database (PR-SO-002-AP01) and should be used in future business and tendering HSE decisions.

5.6.1 HSE Contractor Performance Evaluation

Contractor performance will be measured and reported following the template in Contractor HSE Evaluation (PR-SO-002-CL03). Contractor performance evaluation must follow the TBI for Periodic Evaluation by Auditor (PR-SO-002-AP06) and utilize the Contractor Yard/Workshop Inspection Checklist (PR-SO-002-CL02) for contractor yard inspection. The Both leading and lagging HSE performance will be measured to result in an overall contractor HSE performance measurement. Both worker HSE evaluations in the field and regular contractor management HSE performance reviews will be part of the overall contractor HSE performance measurement. HSE Performance measure for all service contractors will be compared and reported monthly to QAPCO top management. Contractor performance report process must follow the TBI for Contractor Evaluation Reporting by CSM 6 step process Coordinator (PR-SO-002-AP 07). The Contract Holder must keep contractor management fully informed concerning their HSE Performance measurement so that there are no surprises. QAPCO management should value continuous improvement initiatives by the contractor to improve HSE performance.

In addition to the Contractor HSE Evaluation (PR-SO-002-CL03), all the permanent contracts (more than six months in duration) shall submit monthly HSE performance report (PR-SO-002-F03) to Contract Holder who will endorse it and send to HSE. This report shall consist of both leading & lagging indicators. The leading indicators shall include number of HSE meetings, toolbox talks, Safety Observations, participation in HPS, unsafe acts /conditions, site inspections, PTW audits, emergency response drills.

The lagging indicators shall include incidents and their consequences such as Fatality, Personnel Injury (lost time injuries, medical treatment cases and first aid cases, Occupational recordable cases and the relevant incident frequency rates. They also include near misses and safety observations reports. Environmental incidents such as oil/chemical spills shall also be reported as relevant.

QAPCO HSE team shall maintain a record against each contractor extract from the daily report of Incident reported, near miss and safety observations.

5.6.2 Contractor HSE audits and Inspections

Contractor top management shall conduct their own HSE inspections and audits to identify deficiencies in its HSE management system and take corrective action to improve the management of health, safety and environmental issues in the contract, and to comply with these regulations.

Contractor should have a detailed HSE inspection program for its equipment and tools.

Contractor shall also subject itself and its sub-contractors to inspections and audits conducted by QAPCO personnel and take all necessary steps to implement the resulting recommendations.

Contractor shall allow QAPCO representative access at any time to plant, equipment, personnel and records when requested, to carry out formal investigations of compliance with regulations, procedures, and safe work practices.

5.6.3 Audit Action Follow up

QAPCO HSE representative along with the audit team will communicate audit observations to Contract Holder, User department and contractor site representative. Contractor site representative will develop an action plan and communicate to Contract Holder and HSE.

Contractor is responsible to provide status of audit actions on quarterly basis which will be endorsed by Contract Holder and submitted to HSE. During the follow up audits action plan will be verified for its suitability and effectiveness.

5.6.4 HSE Coordination Meetings

Regular meetings and joint visits of the site are conducted between the contractor's HSE Officer and top management. The following types of HSE meetings shall be held as a minimum:

Periodic HSE Meetings: Regularly scheduled (minimum monthly) HSE meetings shall be conducted by each Contractor (including sub-contractors) and attended by all personnel. Topics to be covered may include:

- Contractor HSE performance, lessons learned from incidents, near miss, regulatory issues, HSE training,
- HSE inspection and audit result, HSE trends, corrective actions from audits/inspections and other general HSE issues.
- The monthly report should be submitted to the Contract Holder who will share it with the HSE team

Contractor One Team meeting: QAPCO will organize a Contractor One Team meeting with its main contractor's management and share the contractor performances, QAPCO new initiatives and expectations and lesson learned

5.6.5 HSE non-compliance penalties

If a contractor fails to comply with QAPCO 12 Golden rules or with any of QAPCO's HSE requirements, QAPCO shall at its discretion, take all necessary measures in accordance with the rights and remedies available under the Contract or at law, to ensure compliance, including but not limited to: providing notice of default, ceasing performance of the work or services, removing Contractor's personnel, equipment and materials from the work site, closing down Contractor's worksite, and termination of the Contract. For further information please refer to "Procedure for Contracting & Contract Management" (PR-SS-02 section 8.2 Compliance Management)

5.6.6 Contractor employee Motivation Scheme

The Contract Holder is responsible to ensure that Contractors shall have in place HSE incentive schemes to motivate their staff towards continuously improving its HSE performance. QAPCO prefers to have a joint motivation scheme program. The incentive schemes shall:

- Not discourage or suppress the reporting of incidents
- Be proactive and therefore reward effort, e.g. audits and follow-up rather than 'after the event' statistics
- Be culturally adapted to the local environment.
- Motivate personnel to change those behaviors that detract from good HSE performance
- Be consistently and fairly applied without discrimination

5.6.7 HSE Post Contract Evaluation

The Procurement Contract Close-Out Checklist per (Procedure for Contracting & Contract Management: PR-SS-02) will require at a minimum the HSE Post Contract Evaluation (PR-SO-002-CL04). The Contract holder with support from the HSE team will conduct the HSE Post Contract Evaluation (PR-SO-002-CL04) for all applicable categories of contract with the contractor site management. The HSE Post Contract Evaluation (PR-SO-002-CL 04) will take into factor the trend of contractor performance across the years. The results shall be documented in the Service Provider Database (PR-SO-002-AP01).

Category	Types of Contracts	HSE post Contract evaluation
1	Remote Contractors <ul style="list-style-type: none"> • Vendor • Manufacturer (OEM) • Off-shore fabrication 	<ul style="list-style-type: none"> • None
2	EPC / EPCM contractors <ul style="list-style-type: none"> • Project Contractor 	<ul style="list-style-type: none"> • Yes
3	Office and Administration contractors <ul style="list-style-type: none"> • Consultants/Engineering manpower • Outsourced IT providers • Travel agency/Call centre providers 	<ul style="list-style-type: none"> • None
4	Low risk office contractors <ul style="list-style-type: none"> • Cleaners in offices • Office helpers 	<ul style="list-style-type: none"> • Yes
5	Risk work in offices <ul style="list-style-type: none"> • Air Conditioning • Gardening and meal preparation • Construction 	<ul style="list-style-type: none"> • Yes

6	Site contractors <ul style="list-style-type: none"> All work on operational sites 	<ul style="list-style-type: none"> Yes
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5.6.8 Feedback of HSE Post Contract Evaluation to develop list of pre-qualified contractors

The summary of the HSE Post Contract Evaluation (PR-SO-002-CL04) can feed into the Service Provider Database (PR-SO-002-AP01) and should be used as HSE input to the bidders list for future QAPCO contract services. In case of adverse remarks, the contractor should be considered in the list of dis-qualified contractors. The Service Provider database along with the actual filled HSE Post Contract Evaluation (PR-SO-002-CL04) will be stored by the HSE department as a part of contractor evaluation records.

6. Records

The owner / executor shall maintain the following records / documents for reference:

#	Document / Record name	Retention period	Retention policy	Retention method	Classification
1	HSE questionnaire/score sheet for HSE Qualification	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
2	HSE Variance form	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
3	Service Provider Database	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
4	List of HSE regulations and procedures	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
5	HSE Plan Requirements	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
6	HSE Performance Report	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
7	Contractor HSE Evaluation CL 03	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
8	HSE Post Contract Evaluation	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal

9	HSE Plan Mobilization Audit Checklist	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal
10	List of Contractor Communication Initiatives	Till period of contract	Soft copy to be retained by Contract Holder and CSM administrator	Soft Copy	Internal

7. Document References / Attachments

#	Document ID	Document name	Summary of dependency or use
7.1 Document References			
1	29-CFR-1910-119)	OSHA Contractor Management	Reference Guidelines
2	IN-250-HSE-05	Contractor Safety Rules and Regulations	Safety rules and regulation for contractors
3	PR-SS- 01	Sourcing Procedure	HSE Plan requirements, HSE Pre-qualifications & selection
4	PR-SS-02	Contracting and Contract Management Procedure	Guidelines for contact management
5	PR-SS-04	Supplier Relationship Management Procedure	Guidelines to manage supplier in transparent and efficient way
6	PR-QA-001	Manage Policy, Procedure, and other documented Information Procedures	Standard quality of procedures
7	PR-HU-001	HSEQ Procedure for PSM Audit	PSM audit procedure used to assess effectiveness of CSM process
7.2 Attachments			
1	PR-SO-002-F 01	HSE questionnaire/score sheet for Qualification	
2	PR-SO-002-F 02	HSE Variance form	
3	PR-SO-002-AP 01	Service Provider Database	
4	PR-SO-002-AP 02	List of HSE regulations and procedures	
5	PR-SO-002-AP 03	HSE Plan Requirements	
6	PR-SO-002-F 03	HSE Performance Report	
7	PR-SO-002-CL 03	Contractor HSE Evaluation	
8	PR-SO-002-CL 04	HSE Post Contract Evaluation	
9	PR-SO-002-CL 01	HSE Plan Mobilization Audit Checklist	
10	PR-SO-002-AP 04	List of Contractor Communication Initiatives	
11	PR-SO-002-CL 02	Contractor yard HSE Audit checklist	
12	PR-SO-002-AP 05	TBI for Worker Evaluation for Auditor	
13	PR-SO-002-AP 06	TBI for Periodic Evaluation by Auditor	
14	PR-SO-002-AP 07	Contractor Evaluation Reporting by CSM 6 step process Coordinator	

8. Abbreviations / Definitions

#	Abbreviation / Keyword	Definition summary
1	CHSSEO	Chief HSSE Officer
2	QAPCO Contractor Representative	QAPCO responsible person accountable for managing the contract
3	Contract Holder (Coordinator)	A person appointed within the Contract Sponsor Department/User Department who is responsible for managing & execution of contract.
4	Contractor HSE Assessment:	This is evaluation of the HSE issues associated with the Contract and the arrangements that will be used to address the HSE issues.
5	Contractor HSE Representative	Contractor person responsible overall managing the HSSE matters
6	Contractor's HSE Plan:	The HSE Plan of the contractor stating how the HSE risks in the performance of the Contract will be managed in order to meet QAPCO HSE requirements for protecting people, the environment and assets. It covers the contract phases from pre-mobilization, through contract execution, to demobilization. It demonstrates the contractor's understanding of the requirements stated in the Contract HSE specification and states the HSSE policy, procedures, and standards to be adopted in carrying-out the Contract.
7	D/ CPGM	Deputy Corporate planning Group Manager
8	HSE Inspection:	A systematic examination of the work site facilities, materials, tools, equipment's and the employees with a specific focus on physical conditions and working practices.
9	HSE	Health, Safety & environment
10	HSSE	Health, Safety, Security & Environment
11	Job Safety Analysis	It is one of the Risk Assessment tools, which analyze job, breaks them down into discreet steps, analyze the hazards associated with those steps, document precautions and assign responsibilities for their implementations with the aim of ensuring the safe job execution.
12	Method Statement:	A document that details the way a work task or process is to be carried out. It gives a step-by-step guidance on how to do the job safely, outlines the hazards involved and the control measures that have to be introduced to ensure the safety of anyone or anything that will be affected by the task or process.
13	PGM	Procurement Group Manager
14	PSS	Petrochemical shared services
15	TGM	Technical Group Manager
16	Low Risk contracts	Contracts having lower risk type 'light' site work intervention. Examples: Contracts for works carried out outside the hazardous plant areas such as domestic cleaning services, office attendants, gardening, catering, IT office installations and maintenance, etc.
17	Medium OR High-Risk contracts	Contracts for works involving medium/higher risk type 'heavy' site works or works inside hazardous areas.

		<p>Examples:</p> <ul style="list-style-type: none"> •All contracts for services carried out inside QAPCO plants such as equipment installations, repair, civil maintenance, scaffolding erections, paintings & insulations, welding jobs, crane operation, etc. •Contracts for maintenance or installation supervision works by equipment manufacturer delegates or so like.
18	Amendment to Contract or Order (also referred to as Variation or Change Order)	Any change to the signed Contract or Order that may or may not lead to a change to the contract value. Amendment or Variation or Change Order shall be numbered Serially 1,2,3 etc.
19	Bidder	A person/company who submits an offer to QAPCO in reply to RFQ.
20	Contract	Legally enforceable agreement between QAPCO and one or more person(s) or entities with specific terms and conditions, the same is to be signed by two parties to become effective.
21	Contractor	A person/company who receives written Order/Contract from QAPCO signed by authorized levels
22	Contract Holder User Department	In case the contract is being utilized by more than one user department, one department will assume a coordinating role (focal point)
23	Pre-qualification of Bidders	Shortlisting of Bidders through a pre-qualification process which is detailed in separate procedure.
24	Service	Work done by a Contractor for QAPCO based on an order issued by QAPCO or based on a Contract signed by both parties
25	User Department	The user dept. who eventually uses / gets the final output from the services. In case of multi-user, the requisition via oracle will be the role of Contract Holder User Dept
26	Contractor Safety Management 6 step Coordinator	Leader who is responsible to guide and continuously improve the 6 step CSM process
27	HPS	High Performance Safety
28	QE	Qatar Energy
29	CSM	Contractor Safety Management
30	Mega Project	Capital projects costing greater than 20M USD
31	EPC/EPCM Contractors	Contractors in the form of a group or an individual that works on a greenfield project.
32	Qapco	Qapco means Qapco, Qatofin & QVC

9. Revision History

Rev #	Date	Section No.	Reason for revision / modification
1	30 th July 22		Major change. Completely re-written as a part of SALAMAH. Procedure number changed from PR-PSS-113 to PR-SO-002