

Quality, Health, Safety and Environmental Integrated Management System (QHSE - IMS)

CTS's commitment to Quality, Health, Safety and Environment starts with the senior leaders of the organization and it is the responsibility of everyone in the organization including newest recruit. This commitment enhanced its reputation and image, enabling to maintain and expand its reputable customer base.

CTS is committed to protect environment, determined to prevent accidents, and to be a leader in workplace safety, and will continue to move forward through a strategy which is based on high standards of integrity and performance. All of our people, facilities and partnerships, are accountable for pursuing these goals by driving the QHSE Management Program. All business units are aligned with CTS' corporate QHSE Management System. All the relevant policies and objectives are defined and clearly stated. The organizational structure and associated responsibilities for all parts of the business are highlighted, and the arrangements put in place to ensure that all policies are implemented, controlled, monitored and improved as required.

CTS recognizes that a major factor in its business success is the emphasis it has placed on Quality, Health, Safety, and Environment (QHSE) as key elements of all of its activities. CTS provides its clients with services which are of the highest professional and technical standards and which comply with client specific QHSE requirements and local statutory requirements. Doing the job right and doing it safely is our primary business objective. Everyone within the organization, as well as contractors, has an essential part to play in ensuring that CTS continues to improve all aspects of its operational activities.

Facilities are routinely audited to verify compliance with CTS Corporate QHSE Performance Standards, policies, procedures, and the laws and regulations of applicable governing entities. Global programs for safety observation and resource efficiency have been set up and are already delivering results. CTS believe that the solid foundations of management systems and programs have helped to drive the progress the organization has made.

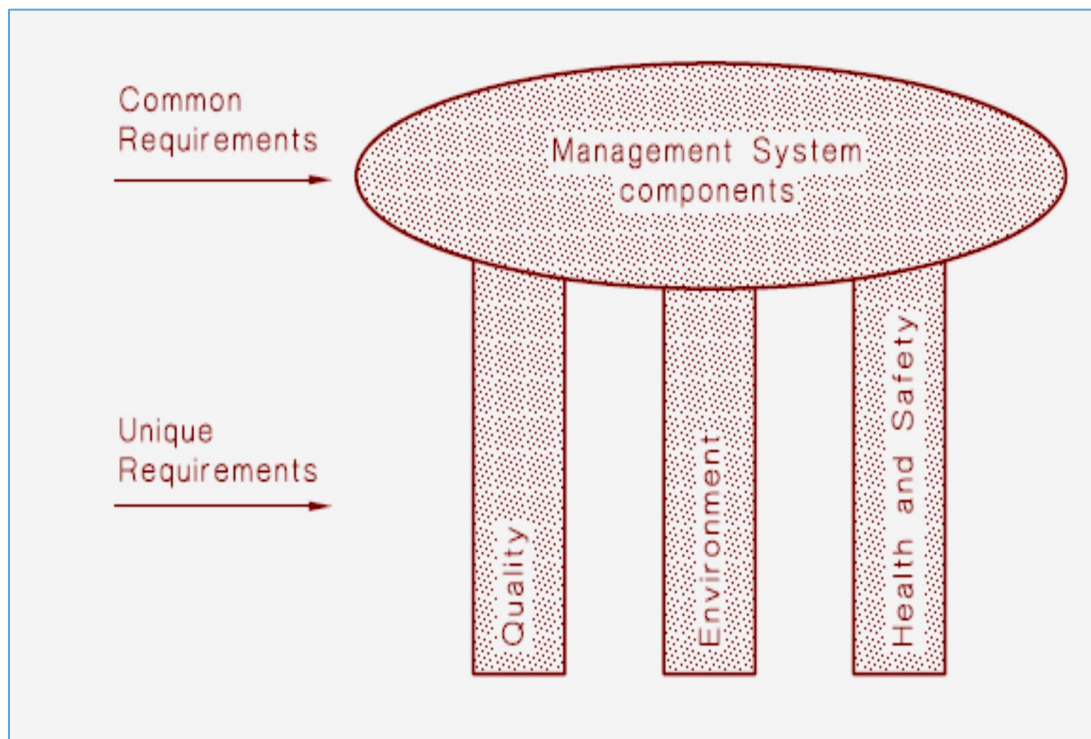
CTS maintains an integrated Quality, Health, Safety and Environmental Management system based on three international standards, which are

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ISO9001:2008 for Quality, ISO14001:2004 for environmental and OHSAS18001:2007 for occupational health and safety.

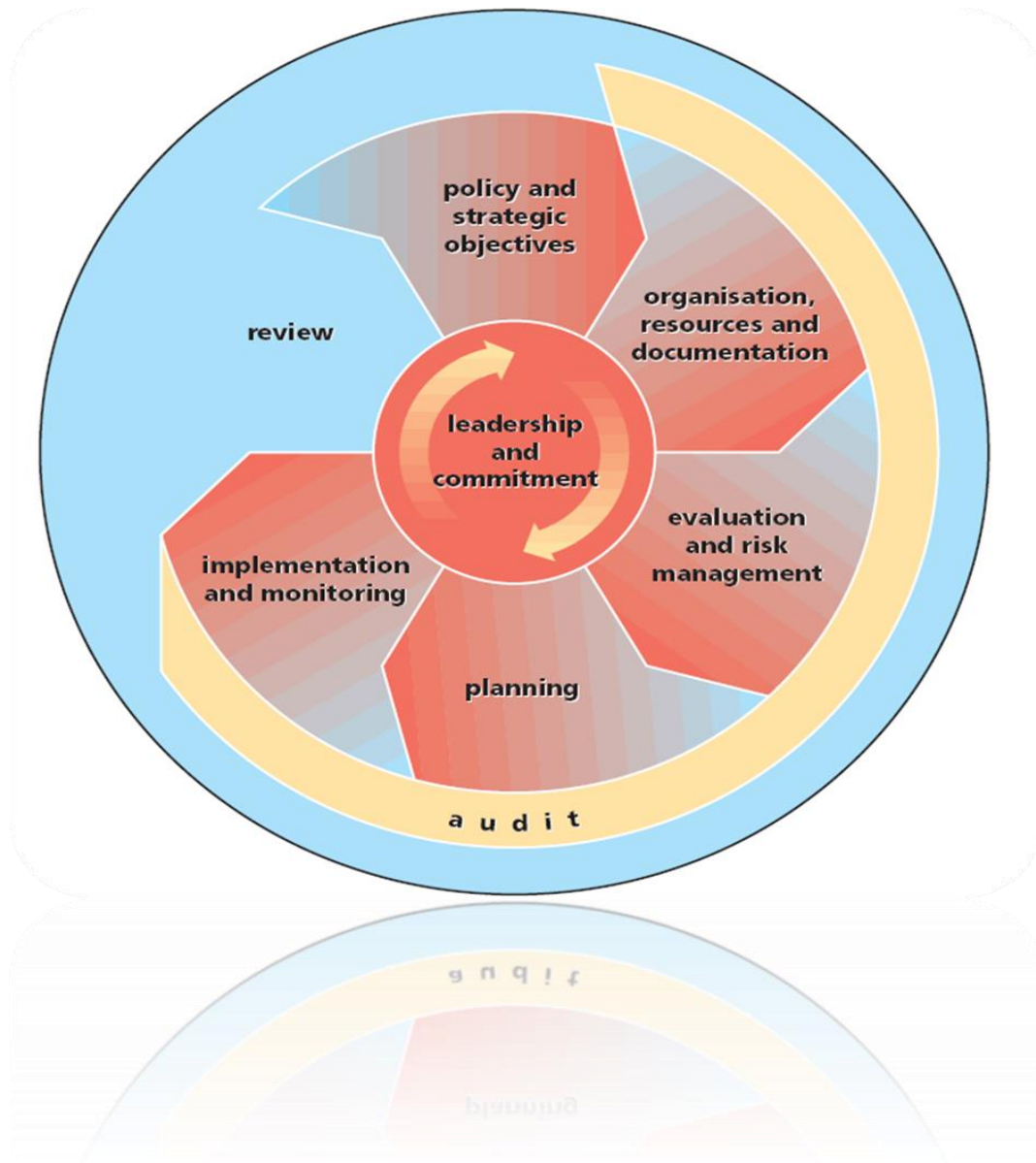
QHSE-IMS STRUCTURE

QHSE-IMS is a structured process for achieving continuous QHSE improvement. It provides a solid framework for meeting QHSE challenges and realizing the various benefits. QHSE-MS integrates the norms of the ISO 9001, ISO14001 and OHSAS 18001 using the QHSE-MS as the foundation, so that the elements in common can be planned, executed and is monitored together. The QHSE-IMS is consistent with the accepted international technical standards and it is applicable to all CTS's corporate and project activities. This will ensure a consistent approach for the management of quality, health, safety and the environment. The QHSE-IMS shall be applied throughout CTS business processes to promote the QHSE program and improve its performance, and shall be accessible to all employees, vendors and direct contractors to CTS.



Integrated Management System Model

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Management System Elements

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The management system element outlined for setting and implementing company policy and objectives on quality, health, safety and the environment. Key elements of the QHSE-MS are shown in the table below:

Management System Element	Addressing
Leadership and commitment	Top-down commitment and company culture, essential to the success of the system
Policy and strategic objective	Corporate intentions, principles of action and aspirations with respect to quality, health, safety and environment.
Organization, resources and documentation	Organization of people, resources and documentation for sound QHSE performance.
Risk Management	Identification and evaluation of HSE risks, for activities, products and services, and development of risk reduction measures.
Planning	Planning the conduct of work activities, including planning for changes and emergency response.
Implementation and monitoring	Performance and monitoring of activities, and how corrective action is to be taken when necessary.
Auditing and reviewing	Periodic assessments of system performance, effectiveness and fundamental suitability.

LEADERSHIP AND COMMITMENT

CTS Strategic Objectives associated with Leadership are:

- Management at all levels in the organisation shall demonstrate commitment to QHSE Policy, and ensure that it is given priority during all project phases.
- Management shall ensure that all employees are provided with a written description of their roles and responsibilities with respect to the QHSE management system and have the necessary knowledge and skills to perform their current jobs safely.

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- Management shall ensure all employees are aware of the standards of the QHSE-MS to be used, through continual communication and training.
- Management shall ensure that open and effective communication channels are maintained between the employees, the client, the local community, and contractors to ensure that QHSE concerns of all parties are responsibly addressed.
- CTS shall continuously improve its QHSE performance through adoption of audit recommendations, management review comments and feedback from the workforce, client and contractors via well established communication channels.

General

- 1.0 This section addresses the management and company's commitment to sustain a culture that ensures the success of the QHSE-MS.
- 2.0 These requirements apply to all Senior Management personnel who provide the leadership, commitment and guidance for the successful implementation of QHSE-MS.
- 3.0 Management shall provide visible leadership and commitment to the QHSE-MS.
- 4.0 Management shall provide the necessary resources and support to facilitate adherence of the QHSE Policy and the implementation of strategic objective requirements.
- 5.0 A company culture that supports the QHSE- MS shall be characterised by:
 - **Belief** in the company's intention to improve and maintain its QHSE performance at a required level for effective QHSE-MS implementation.
 - **Motivation** to improve personal QHSE performance based on positive recognition, desirable attitudes and acceptance of individual responsibility.
 - **Participation** of staff at all levels by encouraging their involvement and incorporating their input in QHSE-MS development, and continually seeking and supporting their suggestions for improvement.
 - **Commitment** of staff at all levels is essential to have a successful, effective consistent implementation and maintenance of the QHSE-MS.
- 6.0 The QHSE-MS Custodian shall monitor any inconsistencies or lack of management leadership within the company, and provide improvement measures as necessary.

Implementation and Demonstration

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- 1.0 The following requirements provide the essential measures to be taken by the management to demonstrate their commitment towards QHSE-MS. Being the foundation of the QHSE-MS, CTS Senior Management shall continuously strive to provide sufficient resources for QHSE matters whenever required.
- 2.0 Demonstration of leadership is shown by encouraging a company culture of belief, motivation, responsibility, participation and commitment in QHSE program and its performance.
- 3.0 CTS Management demonstrates their commitment towards QHSE-MS by:
 - Allocating adequate resources needed to QHSE matters
 - Meeting agenda from Board downwards shall discuss QHSE matters, including QHSE performance data
 - Being actively involved in QHSE activities and reviews, at both local and remote sites
 - Imparting the importance of QHSE considerations in business decisions
 - Rewarding performance for achieved objectives
 - Participating in internal and external audits
 - Setting a personal example in day-to-day work
 - Conducting QHSE audits or inspections personally
 - Attending QHSE meetings/conferences outside the company
 - Developing an open approach to external liaison with authorities and the general public
 - Spending time in the field
- 4.0 The QHSE culture in CTS is initiated through internal and external initiatives. That is, by individual contribution of employees and contractors, and by QHSE committees and forums, and by participation in community events with QHSE issues in the forefront.
- 5.0 CTS shall also consider provisions for promoting commitment towards the succession of QHSE-MS among employees. Appropriate strategies to ensure constant involvement of employees are as follows:
 - Allocating experienced and competent personnel to develop and maintain the QHSE-MS system
 - Continually communicate QHSE matters to contractors

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- Management to hold QHSE review and analysis sessions to seek input from employees.
- Encouraging employees' suggestions for measures to improve QHSE performance.
- Fostering team spirit and create a co-operative atmosphere at workplace
- Include QHSE activities of participation as part of employee performance appraisals.
- Recognising participants for contributions to QHSE programs in company communications and/or offer incentives for participation.
- Setting specific QHSE tasks and targets for individuals and departments.

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CTS QHSE POLICY:

- 1.0 The intention of the Policy is to establish CTS's commitment to quality, health, safety and environmental issues surrounding its activities. It provides the overall standard QHSE goals for all activities carried out by CTS worldwide.
- 2.0 The QHSE Policy shall be signed by the CEO.
- 3.0 The CTS Policy is driven by the QHSE policies of the two respective shareholders and meets the legislation requirements.
- 4.0 A policy statement provides a way by which management can communicate its intention and expectations on QHSE topics throughout CTS business undertakings.
- 5.0 The QHSE Policy contains aspects that are common to all areas include the recognition of:
 - 5.1 **Position of QHSE in relation to other business aspects:** CTS conducts their activities while taking foremost consideration of the quality, health and safety of their employees and local communities.
 - 5.2 **Compliance with legislation:** It is CTS's policy to comply with statutory requirements.
 - 5.3 **Line management responsibility:** The implementation of the QHSE policies is a line management responsibility.
 - 5.4 **Contractor's QHSE standards:** CTS requires the Contractors managed by them to operate with CTS's QHSE standards as a minimum.
 - 5.5 **International standards and codes:** CTS ensures that their QHSE standards are in accordance with internationally accepted codes and standards
- 6.0 The CTS QHSE Policy shall be posted at prominent locations and be used at minimum in the following:
 - Employee hand books
 - Quality, Health, Safety and Environment Management System Manual
 - Construction Safety Manual
 - Commissioning and Pre-commissioning Safety Manual
 - Orientation training for new employees
 - CTS HQ and site offices
 - Contractor briefings stations
 - QHSE Awareness training venues
- 7.0 CTS shall implement the QHSE Policy through:
 - 7.1 The Corporate QHSE strategic objectives and targets which shall be agreed by and approved by the QHSE Committee, and signed by the CEO.

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- 7.2 Implementation of QHSE strategic objectives and targets in accordance with CTS's QHSE-MS.
- 7.3 Adopting a planned formal audit programme at all site operations.
- 8.0 CTS's QHSE Policies both in English and Arabic are provided in Attachment I and II respectively of this section.

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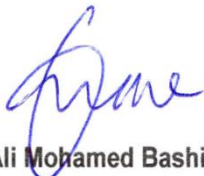
CENTROID TECHNICAL SERVICES CO. LTD.

QHSE Policy Statement

Centroid Technical Services Co. Ltd. (CTS) management considers quality of services, the health and safety of workers and protection of the environment as fundamental to achieving business excellence. CTS is committed to:

- ❖ Provide the necessary processes for continually improving the Quality, Health, Safety and Environment within all CTS activities.
- ❖ Apply effective management system to prevent and minimize injury, occupational health hazards, property damage and environmental impacts.
- ❖ Ensure that the facilities it designs, builds and the services it provides are in accordance with appropriate legal requirements, industry standards and best practices.
- ❖ Provide the necessary resources, organization, system and training and shall communicate with employees, clients, contractors, customers, suppliers and the public the appropriate matters on Quality, Health, Safety and Environment.
- ❖ Record non-conformances and incidents at all levels, share lessons learnt to prevent recurrence and ensure that efficient work practices are established.
- ❖ Ensure that contingency plans are in place and maintained to deal with emergencies and shall periodically review the quality, health, safety and environment management system and practices to ensure their continual improvement.
- ❖ Empower all employees to stop any work that does not follow safe work practices.
- ❖ Make QHSE excellence, both an individual and management responsibility.

CTS expect all its employees and contractors to strictly adhere to this policy at all times.



Kamal Ali Mohamed Bashir
Chief Executive Officer
10th July 2013

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شركة سنترويد للخدمات الفنية المحدودة سياسة الجودة والصحة والسلامة والبيئة

تعتبر إدارة شركة سنترويد للخدمات الفنية المحدودة أن جودة الخدمات التي تقدمها الشركة لعملائها وصحة وسلامة عامليها بالإضافة إلى حماية البيئة هي من صميم أساسيات العمل لتحقيق التميز و الإلتقان، لذلك فإن إدارة الشركة تتعهد بالآتي :

❖ توفير كل الخطوات المطلوبة والضرورية لضمان الجودة والصحة والسلامة والبيئة في كل نشاطات الشركة .

❖ تطبيق نظام إدارى فعال لحماية وتقليل الأصابات والأخطار التي تهدد الصحة المهنية والممتلكات والبيئة .

❖ ضمان أن تصميم وبناء المنشآت والخدمات الهندسية التي تقدمها الشركة للعملاء يتم وفق المتطلبات القانونية وأفضل معايير الصناعة والمواصفات المقبولة عالمياً .

❖ توفير الموارد الضرورية والتنظيم والتدريب والتأهيل والإلتصال بالعاملين بالشركة والعملاء والمقاولين والزبائن لمناقشة المسائل المتعلقة بالجودة والصحة والسلامة والبيئة .

❖ تسجيل كل حالات عدم التوافق مع متطلبات الجودة والحوادث في كل المستويات ومشاركة الخبرات والدروس المستفادة مع الآخرين لمنع حدوث هذه الحوادث مره أخرى مع ضمان أن جميع خطوات العمل قد تم إنشائها بصورة سليمة .

❖ ضمان أن خطة الطوارئ موجودة ومحفوظه بصورة جيدة للتعامل مع الحالات الطارئة ، كما تضمن الشركة إجراء فحص دورى لنظام الجودة والصحة والسلامة والبيئة وكل النشاطات ذات الصلة لضمان إستمرارية تحسينها .

❖ تشجيع جميع العاملين على إيقاف أى عمل لا يتبع إجراءات السلامة المهنية .

❖ تحقيق التميز فى الجودة والصحة والسلامة والبيئة يعتبر مسؤولية تضامنية للجميع .

تتوقع إدارة الشركة من جميع العاملين بالشركة والمقاولين الإلتزام بهذه السياسات فى جميع الأوقات


كمال على محمد بشير
رئيس الشركة

10 يوليو 2013

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STRATEGIC OBJECTIVES/TARGETS

- 1.0 These Strategic Objectives are established in order to further elaborate the key principles of the policies.
 - 2.0 The Strategic Objectives shall be reviewed at least on an annual basis to determine whether revision is required to balance the actual QHSE performance with the business activities.
 - 3.0 The Strategic Objectives are consistent with the intentions of CTS's QHSE Policy and the relevant QHSE hazards experienced by the CTS activities.
 - 4.0 The following **Strategic Objectives** shall be applied to all activities of CTS.
 - 4.1 Formal risk assessments shall be performed at the planning, design and construction phases of a project (as appropriate) to identify potential hazards and ensure risk management measures are employed. Risk assessments will be reviewed following incidents to ensure lessons learned are published, communicated and control measures improved.
 - 4.2 A project execution plan shall be developed for each project, recognising the requirements of the QHSE Management System.
 - 4.3 At all stages throughout a project, management will consider all the resources required to ensure compliance with the QHSE performance objectives of the project.
 - 4.4 Management at all levels in the organisation shall demonstrate commitment to QHSE Policy, and ensure that it is given priority during all project phases.
 - 4.5 Management shall ensure that all employees are aware of their roles and responsibilities with respect to the QHSE management system and have the necessary knowledge and skills to perform their current jobs safely.
 - 4.6 Safety performance will be monitored in a consistent manner across project teams to track QHSE performance within the organisation.
 - 4.7 Management shall ensure all employees are aware of the standards of the QHSE-MS to be used, through continual communication and training.
 - 4.8 Defensive driving on construction sites and on roads providing access for all employees is one of the critical training issues for each new project. Our sites are often remote and present innumerable driving hazards.
 - 4.9 All contractors will be subject to assessment and pre-qualification prior to contract award. Contractors shall demonstrate compliance and commitment to the CTS QHSE-MS, as a minimum.
 - 4.10 Management shall ensure that open and effective communication channels are maintained between the employees, the client, the local community, and contractors to ensure that QHSE concerns of all parties are responsibly addressed.
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- 4.11 Incidents that result in actual losses including potential serious near misses, will be reported, investigated and analysed in a consistent manner. Corrective actions arising from investigations will be reviewed by Management and recommendations for implementation issued.
 - 4.12 Consistent QHSE standards are applied worldwide, using internationally accepted codes and standards as a minimum requirement. Deviation from standards will be subject to formal management review.
 - 4.13 Management shall conduct internal and independent audits to ensure compliance with the QHSE-MS in all projects. Audit frequency will depend on project duration and will be agreed before the start of each project.
 - 4.14 CTS shall continuously improve its QHSE performance through adoption of audit recommendations, management review comments and feedback from the workforce, client and contractors via well established communication channels.
 - 4.15 Outstanding QHSE performance by clients, employees and contractors will be recognised.
- 5.0 The management of CTS is responsible to set their own specific goals/targets against which the effectiveness of the QHSE-MS should be aimed at and measured.
- 6.0 The following **Targets** shall be set for each project. The first group is preventive measures and the second is measures of sub-standard performance.
- 6.1 QHSE training hours for employees and contractor employees, in such areas as scaffolding, defensive driving, supervisor safety training.
 - 6.2 Percentage attendance of those eligible attend at tool box meetings, safety committee meetings, and other planned and regular safety briefings.
 - 6.3 The number of management personnel participating in internal audits.
 - 6.4 Number of Lost Time Injuries recorded each month and cumulatively for the Project.
 - 6.5 Number of medical treatment injuries.
 - 6.6 Number of vehicle incidents.
 - 6.7 The following targets may be included when necessary to enhance management control:

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- Percentage of employees who have attended scheduled environmental awareness training.
- Number of formal hazard analyses carried out.
- Number of Safety Deviation Notice (SDN) incomplete as at the end of each month.
- The number of safety notice boards with safety promotion and performance information for employee and contractor review.
- The number of qualified first aid personnel per number of site personnel.
- Number of Corrective Action requests issued each month.
- Number of safety signs not correctly in place for scaffolding, no smoking, hearing protection, electric power danger, wearing of PPE.
- Assessment of site and office housekeeping standard as measured by the Site Manager.
- Number of deviation notices for scaffolding, excavations, equipment inspection.
- Number of incidents that occurred for activities which had no hazard analysis carried out prior to the incident.