


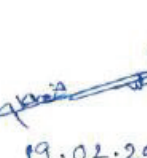
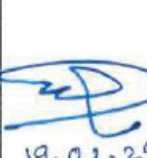

 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

# Contractor HSE Management Procedure

REVISION HISTORY		
REV	DATE	DESCRIPTION
00	Jan. 2022	First Issue
01	Feb. 2025	Second Issue

Rev 01	Feb. 2024	 19.2.25 Abdulaziz Al-Khalaf Head Of Safety	 19.2.25 Ali Rashid Al-Hemaimi HSEM	 19.02.25 Ian Gregory Theron General Counsel	 19.02.25 Mubarak Al-Nassr Chief O&M Officer	 19.02.25 Mohammed Nasser Al Hajri MD/CEO
Rev	Date	Prepared by	Reviewed by		Approved by	


 شركة الكهرباء والماء القطرية ش.م.م QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

### **Document Change History**

Doc. No.	Rev. No	Rev. Date	Revision Description	Page No.	Approved By
QEW-2.1.1.1.1.12	00	Jan. 2022	First Issue	All	CEO
QEW-2.1.1.1.1.12	01	Feb. 2025	Reviewed & Approved by changed	1	MD / CEO
			Designations updated based on the new organization structure	All	
			4. Responsibility updated	5	
			6. Review and Approval	9	
			7. References	9	


### **Document Circulation List**

Serial No.	Name	Email ID
1.	All QEW RAF Station Users	Station Users

 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

## Table of Contents

1	Purpose .....	4
2	Scope .....	4
3	Definitions .....	4
4	Responsibilities .....	5
5	Methodology .....	6
5.1	Pre-Qualification .....	6
5.2	Contract Administration .....	7
5.3	Management of Projects .....	7
5.4	Contract Monitoring .....	8
5.5	Contractor Evaluation .....	9
5.6	Documentation .....	9
5.7	Training .....	9
6	Review and Approval .....	9
7	References .....	10
8	Associated Documents .....	10
	Appendix A - RISK CATEGORY FOR CONTRACTOR SAFETY MANAGEMENT PROCEDURE .....	11
	Appendix B - Pre-Qualification Questionnaire .....	12
	Appendix C - List of Qualified Contractors .....	14
	Appendix D - Contractor Evaluation .....	15
	Appendix E - Contractor Person Safety Evaluation .....	16

 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

## 1 Purpose

The purpose of Contractor Safety Management Procedure (CSMP) is to specify requirements for managing safety when contracting work at QEW. The purpose of CSMP is to control the process throughout the contract life cycle through pre-qualification, selection, monitoring and evaluation.

## 2 Scope

CSMP applies to all contractors and sub-contractors performing work for QEW. It focuses specifically on the HSE aspects of contracted work.

## 3 Definitions

All Definitions in this document are determinable from ISO Standard. Some of the Definitions applicable to this procedure are:

**Contractor:** An individual or company contracted to QEW to provide services including supply of manpower.

**Sub-Contractor:** An individual or company employed by the prime or general contractor who is contracted to QEW to provide services for QEW.

**Contractor Pre-qualification:** This process is an assessment of contractors wishing to work for QEW. The process is independent of individual contracts and is carried out to ensure that only contractors with acceptable past safety performance and appropriate safety programs are invited for bidding and awarded contract.

**Contract Administrator:** A QEW employee (s) assigned responsibility for administering contracts, including preparation of the contract tender or Request For Proposal (RFP) documents, arranging pre-bid meetings, coordinating the bid/proposal evaluation process and recommending the awarding of the contract.


**Project Manager:** A QEW employee (s) who is given the overall responsibility and authority for the successful completion of a project. His/her responsibilities include the assignment of the contract monitor, conducting the pre-construction site meeting, resolving contractor safety performance issues, final inspection of the work, conducting the closing meeting with the contractor and completing the contractor evaluation. A single person can be assigned the responsibility of Contract Administrator, Project Manager and Contract Monitor.

**Contract Monitor:** A QEW employee (s) who reports to the Project Manager and is responsible for monitoring the contractor's safety performance and providing feedback to the Project Manager. The Contract Monitor will compare the contractor's work and work methods with the standards and expectations defined in the contract.

**Contractor Safety Orientation:** A meeting at the start of each contract involving all contractor employees to discuss QEW safety standards and the specific safety requirements for the contracted work.

**Contractor Evaluation:** An evaluation of the contractor's safety performance during the execution of the work. The evaluation is completed at the end of the project and filed for future reference.

**High-Risk Work:** Work that exposes contractor's employees to hazards that, should an incident occur, may result in a fatality or permanent disability; examples include but are not limited to, high

	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

voltage electrical work, confined space entry, exposure to asbestos, work around water, working at height, craning & rigging, scaffolding & shoring.

**Medium-Risk Work:** Work that exposes contractor's employees to hazards that, should an incident occur, may result in a temporary disability; examples include but are not limited to, plant and facility maintenance, minor excavation, welding, carpentry, civil work.


**Low-Risk Work:** Work that exposes contractor's employees to hazards that, should an incident occur, may result in a minor injury but not a lost time injury; examples include but are not limited to, training, consulting, office equipment maintenance, housekeeping, Gardening etc.

**Risk Assessment:** A Job Risk Assessment of the contracted work to identify and document the hazards inherent to the work site and facility. The hazard assessment is provided to the bidders as part of the bid/request for proposal documents.

**Work Completion Certificate:** Confirmation of completion of job provided by the Project Manager to Procurement Coordinator. This is prerequisite to the Contract payment.

#### 4 Responsibilities

S/I	FUNCTION	RESPONSIBILITY
1	Responsible to ensure that QEW has developed, implemented and maintains the Contractor HSE Management procedure through designated people.	MD & CEO
2	Oversee all HSE Management procedure and activities related to contractors. Oversee the effective communication and implementation of HSE Management procedure across RAF station. Supervises the preparation and submission of HSE Management procedure and activities reports (data, periodic, or as requested) & significant information to the Company Managing Director.	Chief O&M Officer, HSE Manager
3	Responsible to ensure that Contractor HSE Management procedure is followed in their areas of responsibility by their respective teams.	Departmental Manager & HOD's & End User
4	Responsible to monitor the Contractor HSE Management procedure. Review of the Contractor HSE Management Procedure at least once every three years. Evaluate the Pre-Qualification Questionnaire	HSE Manager, HSE Department, HSE Committee
5	Responsible for ensuring that the requirements of this procedure are fulfilled before each stage of the Contract.	Supply Chain Manager
6	A QEW employee (s) assigned responsibility for administrating contracts, including preparation of the contract tender or Request for Proposal (RFP) documents, arranging pre-bid meetings, coordinating the bid/ proposal evaluation process and recommending the awarding of the contract.	Contract Administrator
7	A QEW employee who is given overall responsibility and authority for the successful completion of a project. His/her responsibilities include the assignment of the contract monitor, conducting the pre-construction site	Project Manager

 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

	meeting, resolving contractor safety issues, final inspection of the work, conducting the closing meeting with the contractor and completing the contractor evaluation. A single person can be assigned the responsibility of Contract Administrator, Project Manager and Contract Monitor.	
8	A QEW-2.1.1.1.12 employee(s) who reports to the Project Manager and is responsible for monitoring the contractor's safety performance and providing feedback to the Project Manager. The Contract Monitor will compare the contractor's work and work methods with the standards and expectations defined in the contract.	Contract Monitor
9	Adhere to Contractor HSE Management procedure and shall advise to HSE Department the requirement of additional measures. Any accident, incident or Near Miss shall be reported through the Accident/Incident Reporting and Investigation procedure or the HSE Department (in case of Contractor and Visitor).	Individuals (QEW-2.1.1.1.12 Employee/ Contractor)

## 5 Methodology

### 5.1 Pre-Qualification

The purpose of Contractor Pre-Qualification process is to assess a contractor's past safety performance and the quality of their safety management programs to determine if they qualify to work for QEW-2.1.1.1.12.

All contractors performing high and medium risk work shall be pre-qualified. Refer to Appendix A Risk Category for CSMP

Pre-qualification is not mandatory for Contractors performing low risk jobs, however they may be asked to pre-qualify if required.

Valid Risk Assessment (RA) shall be considered as a vital document to determine the risk level of the jobs. The RA shall be requested by QEW-2.1.1.1.12 and prepared by the requested Contractor.

The contractor pre-qualification process will include:

- On receiving of Service Request and Risk Category the Procurement team shall provide Contractor Pre-Qualification Questionnaire to prospective Contractors wishing to provide services to QEW-2.1.1.1.12. The contractors shall submit the same with all the information requested in the form. Refer to Appendix B Pre-Qualification Questionnaire
- The Contract Monitor of the team concerned, Contract Administrator and HSE department shall assess the complete questionnaire to determine if that contractor is qualified for the work.
- If there is insufficient information to complete the assessment or if required, a field audit of the contractor should be carried out. The field audit should include work observations, facility and interviews with key personnel.
- The assessed Contractor Pre-Qualification Questionnaire of contractors shall be documented by the Procurement team.

 <p>شركة الكهرباء والماء القطرية QATAR ELECTRICITY &amp; WATER CO. Q.P.S.C</p>	<p><b>QEW-2.1.1.1.12</b></p>	
<p><b>Contractor HSE Management Procedure</b></p>	<p>Rev: 01</p>	<p>Date: Feb. 2025</p>

- e) A qualified contractor list must be developed and maintained by Procurement Coordinator as per QEW-2.1.1.1.12 Approved Contractor List. Refer to Appendix C List of Qualified Contractors.
- f) Jobs with medium or high-risk category shall not be awarded without the Contractor being pre-qualified and details entered in the Approved Contractor List.
- g) The contractor pre-qualification information should be updated after the completion of any project or as soon as possible during the execution of the job.

Any exceptions to procedure shall be permissible only in rare cases when it is recommended by HSE Committee Member(s) and approved by Chief O&M Officer.

## 5.2 Contract Administration

Administering of contract is the responsibility of Contract Administrator.

Contract Administrator identifies the specific Risk present in the project through the task Risk Assessment for the project in the contract tender or Request for Proposal (RFP) document.

In case projects where the contractor has to perform work independently without continuous direct supervision on QEW-2.1.1.1.12 personnel, the Contractor shall prepare 'Risk Assessment and HSE Plan' and send it along with bidding documents to Contract administrator.

In case of only man-power contract or where job will be done under continuous direct supervision of QEW-2.1.1.1.12 personnel, the HSE Plan is not mandatory but could be demanded if required.

If required, Contract administrator shall arrange pre-bid meeting of Contractor with HSE Department or designee.

The successful bidder must demonstrate to the Contract Administrator and Project Manager that they can meet the requirements of the tender/ RFP.

QEW-2.1.1.1.12 will demonstrate good judgment by only selecting contractors that:


- a) Are pre-qualified and have valid assessment document.
- b) Provide satisfactory safety information
- c) Meet the project's safety expectations
- d) Are able to fulfil the requirements of the contract

## 5.3 Management of Projects

Contract management and monitoring is the process that ensures the contractors are complying with the HSE requirements of the contract. During the course of project, the contractor has to abide by the QEW-2.1.1.1.12: HSE Regulation for Contractors and any other agreed clause.

A Project Manager will be assigned to all contract work in the plant and shall have the responsibility to oversee the successful and safe completion of the project by;

- a) Conducting a pre-bid site meeting with the contractors' representatives to review the project including the HSE Risks and QEW-2.1.1.1.12 policies, procedures and specific requirements

 <p>شركة الكهرباء والماء القطرية QATAR ELECTRICITY &amp; WATER CO. Q.P.S.C</p>	<p><b>QEW-2.1.1.1.12</b></p>	
<p><b>Contractor HSE Management Procedure</b></p>	<p>Rev: 01</p>	<p>Date: Feb. 2025</p>

- b) Jointly reviewing the Job Risk Assessment(s), for the entire project with the contractor.
- c) If required, the contractors will provide JRA for the project
- d) Ensure that all Contractor employees attend Induction and project specific safety orientation, prior to commencing any work, including mobilization and demobilization.
- e) Confirm the certificates of qualification for the contractor's on-site employees, and the inspection and maintenance records for on-site equipment.
- f) On completion of work, complete the final evaluation of the contractor's safety performance and make a recommendation as to whether or not, or under what circumstances, the contractor should be considered for future work.

In completing the evaluation, the Project Manager should seek input from the Contract Monitor and review the work observation forms to assess:

- a) Safety deficiencies observed
- b) The degree of co-operation in correcting deficiencies
- c) Accident and incidents that occurred during the project
- d) The contractor's work methods, housekeeping practices and equipment condition
- e) Deviations from the original plan


#### 5.4 Contract Monitoring

Contract Monitoring is the process that ensures the contractors are complying with the HSE requirements of the contract.

The Contract Monitor has the following responsibilities regarding contractor safety management:

- a) Conduct the work observations and workplace inspections of the contractors from time to time.
- b) Record these observations as HSE Walk Down reports and forward them to Project Manager, concerned Contract Monitor and HSE department.
- c) For Contractor personnel working for more than 6 months in a year at QEW, the evaluation shall be done according to Contractor Person Safety Evaluation and the filled form shall be forwarded to HSE department. Refer to Appendix E
- d) Provide feedback to the Contractor's Supervisor on the safety performance of the workers, including deficiencies and safety violations that require corrective action.
- e) Stop the job if hazards are not adequately controlled.
- f) Provide feedback on HSE performance to the Project Manager on completion of project.



 <p>شركة الكهرباء والماء القطرية QATAR ELECTRICITY &amp; WATER CO. Q.P.S.C</p>	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

## 5.5 Contractor Evaluation

Upon completion of the project, the Project Manager shall complete a final evaluation of the contractor's HSE performance.

Based on the feedback from the Contract Monitor and any other communication related to HSE for the project the Project Manager shall complete the evaluation and comment whether or not, or under what circumstances, the contractor should be considered for future work.

For long-term contracts (annual or more) the Project Manager shall complete the evaluation before raising Service Request for renewal of contract or RFP for new contract.

The sample Contractor evaluation is as provided in Appendix D Contractor Evaluation which shall be provided to Procurement team along with Work Completion Certificate for payment.

The Contractor Persons working 6 months or more with QEW will be evaluated through Contractor Person Safety Evaluation.

## 5.6 Documentation

All the documents related to Contractor Safety Management shall be maintained as shown in Table

Name	Reference Number	Maintained By	Retention Period
Pre-Qualification Questionnaire	Appendix B	Supply Chain Manage	3 Years
List of Qualified Contractors	Appendix C	Supply Chain Manager	Updated Annually (minimum)
Contractor Evaluation	Appendix D	Supply Chain Manager	3 Years

## 5.7 Training

Employee Training: QEW will ensure that all employees involved with this procedure are trained and knowledgeable.

New Employees shall be made aware of this procedure during Induction process.


Meeting to discuss and raise awareness of this procedure shall be done at least once in three (3) years.

Contractors: Contract personnel performing work within any QEW facility shall be made familiar with the HSE rules during the Inductions process. However, the onus is on the Contractor to make sure that their personnel work as per QEW-2.1.1.1.13 - HSE Regulations for Contractor.

Specific training to Contractors shall be given by HSE department during Pre-Job Briefing.

## 6 Review and Approval

This Procedure shall be reviewed every three years, however additional review may be conducted as necessary in response to significant incidents, changes in legislation, or alterations in QEW operations or structure. HSE Manager shall initiate and lead the review and amendment process. The Head of

	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure</b>	Rev: 01	Date: Feb. 2025

Supply Chain, Maintenance, Operations, Other concerned Section Head & Manager's to review, and to be approved by Chief Operation & Maintenance Officer.


Any changes must be communicated to all.

## 7 References

Qatar Labor Law No. (14) 2004.  
Qatar Construction Specification 2014 (QCS 2014)  
International organization for Standardization (ISO).  
QEW Intranet – Safety Document System  
QEW-2.1.1.1.7 - HSE Qualification & Control of Contractors Procedure  
QEW-2.1.1.1.34 - HSE Management System Manual  
QEW-2.1.1.1.13 - HSE Regulation for Contractor

## 8 Associated Documents

1. QEW-2.1.1.1.7: HSE Qualification & Control of Contractors Procedure
2. QEW-2.1.1.1.13: HSE Regulations for Contractors
3. Appendix A - QEW Risk Category for CSMP
4. Appendix B - QEW Pre-Qualification Questionnaire
5. Appendix C - QEW List of Qualified Contractors
6. Appendix D - QEW Contractor Evaluation
7. Appendix E - QEW Contractor Person Safety Evaluation
8. All appropriate records and information used to support Contractor HSE Management Procedure.


 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure- Associated Documents</b>	Rev: 01	Date: Feb 2025

**Appendix A - RISK CATEGORY FOR CONTRACTOR SAFETY MANAGEMENT  
PROCEUDRE**

**RISK CATEGORY FOR CONTRACTOR SAFETY MANAGEMENT PROCEUDRE**

The following table contains examples of work for each level of risk and the required pre-qualification requirements.

Level of Risk	Type of Work (Examples)	Pre-qualification Requirements
<b>High</b> (reasonable potential for loss of life or permanent disability)	<ul style="list-style-type: none"> <li>Confined space entry</li> <li>Exposure to highly toxic substances</li> <li>Work around water</li> <li>Working aloft &gt;10 ft.</li> <li>Craning and rigging</li> <li>Scaffolding and shoring</li> <li>Tank cleaning</li> <li>Working on electrical systems</li> </ul>	<ol style="list-style-type: none"> <li>Appropriate technical training or experience of the trade</li> <li>Acceptable Health and Safety policy and programs</li> <li>Risk management and job planning techniques</li> <li>Training in electrical awareness when the project requires work in the proximity to live electrical equipment</li> <li>Hazardous materials training</li> </ol>
<b>Medium</b> (reasonable potential for a temporary disabling injury)	<ul style="list-style-type: none"> <li>Plant and facilities maintenance</li> <li>Minor excavation, (pole holes, cable trenching)</li> <li>Welding</li> <li>Carpentry</li> <li>Civil work (concrete, fencing)</li> </ul>	
<b>Low</b> (reasonable potential for a minor injury only)	<ul style="list-style-type: none"> <li>Training</li> <li>Consulting</li> <li>Office equipment maintenance</li> <li>Office cleaning</li> </ul>	No pre-qualification mandatory. Specific hazards and contractor qualifications will be addressed in the contracting process.

 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure- Associated Documents</b>	Rev: 01	Date: Feb. 2025

## Appendix B - Pre-Qualification Questionnaire

### Pre-Qualification Questionnaire

#### Important Instructions:


This questionnaire must be completed in its entirety and accompanied with all requested attachments for QEW-2.1.1.1.12 review, prior to any opportunity to contract work with QEW-2.1.1.1.12.

Omitting or reporting false information on this questionnaire could result in the disqualification or removal from QEW-2.1.1.1.12's List of Qualified Contractors. QEW-2.1.1.1.12 reserves the right to conduct random or for-cause audits of the information stated in this questionnaire. Additional documentation may be requested by QEW-2.1.1.1.12 to support statements made on this questionnaire.

<b>Company's Name:</b>	<b>Contact Person:</b>
<b>Postal Address:</b>	
<b>Telephone – Landline:</b>	<b>Mobile:</b>
<b>Fax:</b>	<b>E-mail:</b>

<b>Safety History</b> (Please provide data for the previous three (3) calendar years)	<b>Year 20__</b>	<b>Year 20__</b>	<b>Year 20__</b>
Number of accidents requiring medical attention			
Number of Lost Time Accidents (LTA)			
Total number of days off-work due to accidents			
Number of fatalities			
Number of environmental incidents			
Number of regular hours worked			
Number of overtime hours worked			

<b>Sr.</b>	<b>Written Safety Programs, Policies and Procedures</b>	<b>Yes</b>	<b>No</b>
1	Does your company have a written Health, Safety and Environment Policy? (if yes then provide a copy of the same)		
2	Does the company have specific program for identifying Hazards and assessing Risks arising out of services to be provided? (if yes then provide a copy of the same)		
2	Does the company have specific health and safety programs for workers? (if yes then provide a copy of the same)		
3	Does your company hold separate meetings to address safety issues? If yes, who attends these meetings? (please tick)  <input type="checkbox"/> All employees <input type="checkbox"/> Field employees only including supervisor		


 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C		<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure- Associated Documents</b>		Rev: 01	Date: Feb. 2025

	<input type="checkbox"/> Field employees only excluding supervisor <input type="checkbox"/> Supervisors/ Foremen		
<b>Sr.</b>	<b>Written Safety Programs, Policies and Procedures</b>	<b>Yes</b>	<b>No</b>
5	Do you conduct daily pre-work safety talk/ tailboard/ toolbox meetings before the start of each shift/ job?		
6	Does your company conduct safety orientations for all newly hired employees?		
7	Does your company provide safety training to your employees? (If yes then provide a list of the safety training courses provided and participants, in the last three (3) years)		
8	Does your company maintain certificates of training for technical training received by your employees? (If yes, then provide a list of the technical training certificates maintained on your companies files)		
9	Does your company conduct accident and incident investigation to identify the root cause of the accident/ incident?		

I/we declare that the information provided here and in all attached documents is correct and complete, and fully discloses all information relevant to the above questions.

<b>Signed, sealed and submitted on behalf of</b>			
<b>Company Name:</b>		<b>Company Stamp/ Seal:</b>	
<b>Signature:</b>			
<b>Name:</b>	<b>Title:</b>	<b>Date:</b>	

<b>FOR OFFICIAL USE ONLY</b>		<b>Reference No.:</b>	
Based on past safety performance and the quality of safety management programs. The above contractor: (please tick one)			
<input type="checkbox"/> Qualify to work for QEW			
<input type="checkbox"/> Does not qualify to work for ROC/MIC			
<b>Role</b>	<b>Name:</b>	<b>Signature</b>	<b>Date:</b>
<b>HSE TL / Coordinator</b>			
<b>Department HOD</b>			
<b>Contract Administrator</b>			


 شركة الكهرباء والماء التطويرية خ.م.م QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure- Associated Documents</b>	Rev: 01	Date: Feb. 2025

## Appendix C - List of Qualified Contractors

### List of Qualified Contractors

Date Updated: \_\_\_\_\_

S.No.	Name of the Company	Date Qualified
1		
2		
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11		
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13		
14		

 شركة الكهرباء والماء القطرية ش.م.ق. QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure- Associated Documents</b>	Rev: 01	Date: Feb 2025

## Appendix D - Contractor Evaluation

### Contractor Evaluation

Contractor Name: \_\_\_\_\_

Project Name: \_\_\_\_\_

Completion Date: \_\_\_\_\_

Based on the feedback from Contract Monitor and/ or HSE Team Leader/ Coordinator kindly rate the HSE performance of the Contractor

- ☐ Excellent - Exceeded the HSE requirements set and exhibited industry best practices
- ☐ Very Good - Exhibited pro-active approach towards HSE and adhered to HSE requirements set
- ☐ Average - Corrected to deficiencies promptly whenever pointed out
- ☐ Poor - Reactive approach towards HSE, required many follow ups for corrective actions

The Contractor is Recommended / Not Recommended for future contracts with QEW, condition to

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Project Manager: \_\_\_\_\_

(Name)

(Sign)

(Date)

 شركة الكهرباء والماء القطرية QATAR ELECTRICITY & WATER CO. Q.P.S.C	<b>QEW-2.1.1.1.12</b>	
<b>Contractor HSE Management Procedure- Associated Documents</b>	Rev: 01	Date: Feb 2025

## Appendix E - Contractor Person Safety Evaluation

### Contractor Person Safety Evaluation

Contractor Name: \_\_\_\_\_

Company: \_\_\_\_\_

Working Since: \_\_\_\_\_

Category	Details	Score	Remarks
Emergency Procedure Awareness	Is aware of Emergency Contact Nos.		
	Is aware of Assembly Area Locations		
	Is aware of his/her role in emergency situation		
Hazard Awareness	Is aware of major hazards present at his/her workplace		
	Is aware of major hazards associated with his/her day to day work		
	Is aware of control measures taken for the above hazards		
	Is aware of PPEs relevant to his/her work		
Safety Document Awareness	Is aware that the Safety Document is mandatory for all repair & maintenance work		
	Is aware of the Pre-job Briefing process		
Job Competency	Is aware of the right tools for the jobs		
	Performs job safely even without direct Supervision	Yes/ No	
	Performs job safely with minimum Supervision	Yes/ No	
	Requires frequent Supervision	Yes/ No	
	Requires constant Supervision	Yes/ No	

The Individual is Recommended / Not Recommended for future contracts with QEW, condition to

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Evaluated By: \_\_\_\_\_

(Name) (Sign) (Date)

Scoring Guide: (1) Very little Awareness / competency, (2) Average Awareness / competency,

(3) Good Awareness / competency, (4) Excellent Awareness / competency