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SAFETY MILESTONE - IMPLEMENTATION OF HSE MANAGEMENT SYSTEM AT RUWAIS FERTILIZER INDUSTRIES (FERTIL)

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Preface

FERTIL is committed to conduct its activities in a manner designed to minimize health, safety and environmental risks, protect the health and safety of its employees, contractors, customers, the community at large and the environment in which its operational activities are conducted.

FERTIL has achieved an excellent health, safety and environment performance record. To sustain such achievement, FERTIL has adopted a structured and comprehensive HSE management system to ensure that it carries out operational activities mindful of the environment, in which we work and live.

On 1st July 2003, FERTIL completed 10 years without Lost Time Incidents and by December 2003, the milestone of 9 million man-hours without LTI is expected to be achieved. It reflects FERTIL's commitment to conduct its activities with full concern to the safety and health of all employees and contractors alongwith safeguarding the environment. This was achieved due to the whole-hearted compliance to the safety rules and regulations by the Management, employees and the contracted personnel. It also reflects the excellent working environment due to the positive attitude, team spirit, dedication and sincere commitment from all concerned.

This high safety performance is a remarkable and proud achievement and we at FERTIL legitimately feel that it should be recognised as a significant achievement in the HSE field.

Introduction

FERTIL believes that HSE training is the first line of defence against accidents. Therefore, the company has adopted a systematic and pro-active program that provides appropriate HSE training and encourages participation of all employees and contractors to safely perform their duties with the objective of preventing occupational injuries, illness and losses due to accidents.

It is the policy of FERTIL to ensure the safety and occupational health protection of all employees/contractors. Compliance with the principles of HSE related to the prevention of occupational illness and accidental injuries and losses is an important factor in the performance evaluation of each member of FERTIL.

Executive Summary

FERTIL conducts its activities with the aim of prevention injuries and occupational health hazards. FERTIL, through comprehensive and competent HSE training, ensures that personnel reporting for duty (employees and contractors) are aware of hazards associated with their work, safe performance of their job and know the procedures to be adopted in the event of emergency.

FERTIL provides qualified HSE staff and appropriate equipment to support the employees in this regard. The company fully takes into consideration the development aspirations and potential of employees, the current and future business and operating needs of the organisation. However, the



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priority is always given to the up-to-date set of requirements to maintain effectiveness, efficiency and a safe working environment.

On 1st July 2003, FERTIL completed 10 years without Lost Time Incidents and by December 2003, the milestone of 9 million man-hours without LTI is expected to be achieved.

We shall strive to maintain this excellent record through commitment and participation of all levels of Management, employees and contractors. We shall continue with our efforts to further improve the HSE performance and our motto is “Work Safely With No Accident”.



HSE Training of Human Resources

General

FERTIL through regular assessment, ensures that all positions are filled by personnel who have knowledge, skills, experience and potential to meet its objective.

1. Recruitment and selection criteria

FERTIL ensures that systems are in place for recruitment, job description, policy, performance appraisal and development training including, where appropriate, consideration of HSE responsibilities and awareness for particular positions.

Criteria for selection and competency reflects the basic physical suitability, knowledge and skills appropriate to activities of the post.

1.1 Induction and Orientation

1.1.1 New Employees

Induction is the process of assisting the new employees to settle into the company environment and become an effective and useful member of his/her department.

Induction of the new employees on HSE issues should commence as soon as possible. It is the responsibility of the new employee's department head to ensure the employee receives induction course and a formal safety training on HSE subjects applicable to all personnel.

Formal induction, both general and job specific is provided to all personnel new to the plant, post or activity so that they become aware of the FERTIL HSE policy. A person should not be allowed within a plant area, or be placed in a position of responsibility without an appropriate safety induction.

1.1.2 Visitors and Contractor Staff

Arrangements are made for all visitors to go through a brief safety induction course, in which they are informed about emergency evacuation procedure and principal "Do's" and "Don'ts" applicable to the plant.

Contractor personnel filling company established posts are provided training courses arranged by the company as applicable.

Contracted personnel, employed as Technicians/Labours working under company direct supervision, are provided suitable company training.

1.1.3 Senior Personnel

All Senior Personnel are given formal training in HSE management and refresher courses as and when required.

1.1.4 Departmental Training

Department Managers are responsible for ensuring that Supervisors/ Engineers take every opportunity to provide training advice on HSE topics at their place of work. This is achieved by carrying out tool talks.

2. Training Modules

The formal safety induction on the day of arrival and job orientation will include the following:

- Policy and Regulation
- Site familiarization
- Emergency Procedure
- Emergency Response Team (ERT)
- HSE procedure (e.g., first-aid, safety standards, occupational hazard awareness)
- Fire prevention and protection
- Permit-to-Work System
- Incident Investigation and Analysis Procedure
- Environmental Protection

3. HSE Training (Advanced)

3.1 Training Needs

There are a number of different sources for the identification of training needs:

3.1.1 Compliance with Legislative Requirements

In compliance with company/ADNOC group of companies safety regulations, local, national, international lines and codes, all or specific designated personnel need to be trained and certified as a pre-requisite for assuming their duties.

3.1.2 HSE Management System/Programs

Specific training and skills are imparted for conducting HAZOPS, Risk Assessment and Environmental Protection Techniques.

3.1.3 Emergency Response Team

Specific categories of personnel with designated emergency duties are trained in handling of various emergency situations that require special skills such as fire fighting, first-aid NH₃ leak emergency etc.

3.1.4 Incident Investigation Analysis

Analyses of incident causes reveal the gaps in knowledge and skill that are required to avoid repetition.

3.1.5 Modifications/New Technology

The modifications or the introduction of new technology such as the installation of new machinery or detection system necessitate specific safety training to be given to personnel involved.

Examples: Fire / gas detection / protection system etc..

3.2 Advanced Training of HSE Personnel

An advanced HSE training is imparted to members of HSE Department. Therefore, the department not only has responsibility for the general safety training of others but for in-house training also.

4. Fire Service Drills

The program for fire service drills is as laid down by the Fire and Security Section Head in liaison with HSE Superintendent. Included in the program are:

- ❑ Responding to Alarms
- ❑ Hose Running
- ❑ Use of Firefighting Appliances
- ❑ Use of Pumping Appliances
- ❑ Toxic/Flammable gas release
- ❑ Firefighting Techniques
- ❑ Communications
- ❑ Use of Ropes and Lines
- ❑ Use of Breathing Apparatus
- ❑ Search and Rescue Techniques

4.1 Other Drills

The evacuation from buildings is practiced on a regular basis. Guidelines for these drills are given in the evacuation procedures.

4.2 Fire Service Exercises

In addition to the practicing of routine procedures and drills, the Fire Services are given special exercises to test and improve their response to the kind of problems encountered in a real emergency.

The planning of exercises requires imagination but the results are most beneficial, giving those involved a change from routine activities, a broadening of experience and increased confidence in the ability to handle emergency situations.

To simulate an actual emergency, the Fire Services are required to place tags marked “open” or “close” on actual locations to isolate equipment.

After each exercise the results are carefully analyzed.

4.3 Other Exercises

Regular exercises are held by the Operations Department to test and improve site responses to simulated process upsets and emergency conditions.

In liaison with the HSE Department, designated members of the Operations Department are presented with scenarios and asked to take charge of the operations team advising the Incident Controller (IC) and Emergency Main Controller (EMC) regarding available shutdown and isolation options.

4.4 Analysis

A detailed analysis of the outcome of such drills, exercises, rehearsals and incidents is of vital importance to enhance the capability to handle such situation, when they occur in reality. The lessons learned from the feedback from such activities also help to:

- ❑ Improve safety
- ❑ Improve reaction times
- ❑ Develop new methods of operation
- ❑ Expose weak areas
- ❑ Identify the need for further training

The need for accurate reporting and feedback from all personnel is most important, as it determines the outcome of the exercise and is used to make necessary changes.

5. Inductions and Training Record

The HSE Department records the initial and the follow-up induction on an appropriate record sheet. A record is also kept of the training modules attended by each site employee.

The record includes a list of training modules and refresher courses required by each category of employees.

Completed records are maintained in a suitable system and are audited. Effective records allow effective training.

6. Safety Promotions and Environment

Variety is the key to effective safety campaigns as change stimulates interest. A new poster will initially stimulate interest during the early weeks of display, thereafter, interest will decline rapidly.

Posters and wall charts are therefore changed frequently, by rotation of their position or by the introduction of new material. New promotional material such as safety slogans or bulletins are introduced regularly. Site personnel are encouraged to assist in the development of safety themes. Competitions are also held. The active participation of employees ensures continuing awareness of the importance of safety.

6.1 Safety Employee of the Month

To promote interest and attitude in HSE issues with company employees and contractors, a promotion program is conducted with the objective of recognising and rewarding individuals who have made an outstanding performance in one, some or all aspects of HSE and in line with FERTIL HSE competition criteria.

Every month, one person is selected and is designated as 'Safety Man of the Month'. Names proposed by various disciplines in all fields (i.e., operations, maintenance, marketing etc.) are submitted and vetted by the respective divisional/department managers.

The selection criteria is based on HSE concept and/or the contribution to the safety program. It includes the followings wherever applicable:

- ◆ General attitude to company safety rules and regulations
- ◆ Personnel Protective Equipment (PPE) compliance
- ◆ Safety training and exercises
- ◆ Participation in Emergency Response Training (ERT)
- ◆ Attending first-aid course training
- ◆ Reporting near-misses or anomalies and suggestions
- ◆ Attitude towards fellow employees

Due recognition is given to the person, with appropriate publication in the FERTIL News Magazine and his/her photograph displayed on the safety employee of the month board. All selected persons receive nominal gift from the management.

The contest is mainly intended for the workforce of both FERTIL and contractors. Managers and department heads shall demonstrate their commitment through leadership and active and visible HSE performance and participation. However, by exception, Managers and department heads can be included on the basis of their outstanding contributions.

6.2 HSE Posters

The longer a poster stays in position, less interest it generates. In extreme cases the monotony caused by over-exposure to the same poster can result in unconscious resistance to the theme being promoted.

HSE Department coordinates the distribution of new safety posters to the operating areas in the plant. However, plant can contribute to the range of available posters by encouraging personnel to participate in the design of new material.

Choose eye-catching subjects, and above all, when new material is not readily available, change the positions of existing material. Appoint a member of the HSE Department to ensure that no poster stays in the same position for more than one month.

6.3 HSE Slogans

Slogans painted on walls and tanks are visual evidence to employees and contractors of the importance management attaches to the subject of safety. The cost of slogans is high compared to the cost of posters but the principle of regular replacement must still apply. Whilst it is not practical to change safety slogans monthly, every effort should be made to change them at least once a year.

6.4 HSE Competitions/Contributions


In a number of areas, safety and environment campaigns lead themselves to direct employee participation:

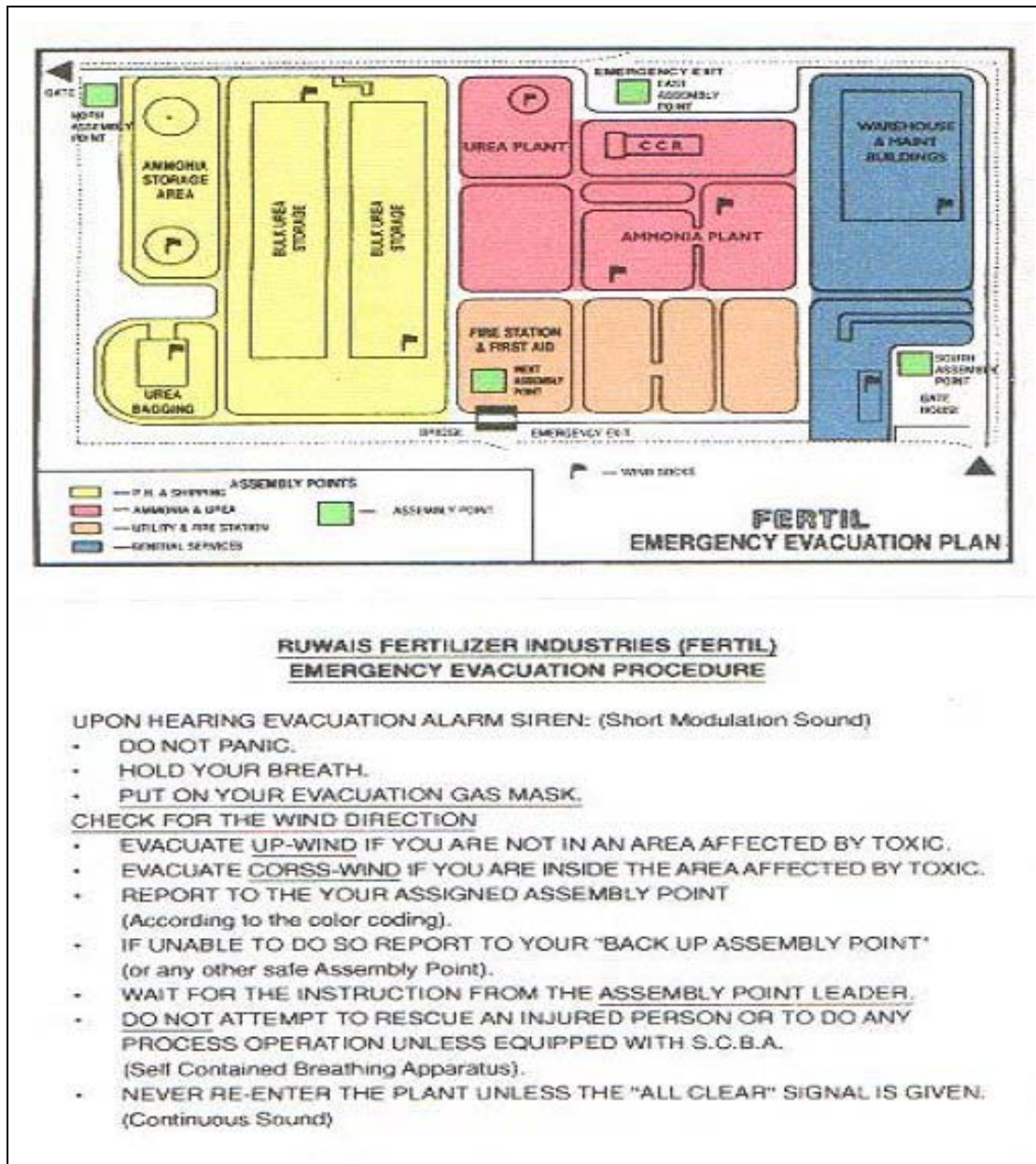
- Design of posters
- Design of safety slogans
- Articles, illustrations and cover designs of newsletters and safety magazines
- Safety themes
- Safety suggestions

Competitions are followed-up by tangible rewards, either in the form of prizes or in expressions of official appreciation by senior management. The contributions received for newsletters (Safety Alert, Safety Flash and Environmental Alert) are also duly acknowledged.

Attachments

- ❑ FERTIL HSE Policy
- ❑ HSE Performance
- ❑ HSEMS
- ❑ Emergency Response Plan
- ❑ Newcomer HSE Induction

| | |
|---|---|
|  | HSE PERFORMANCE |
| Record without LTI | |
| ACHIEVEMENT | 10 YEARS on 1st July 2003 |
| TARGET | 9 MILLION MANHOURS in DEC. 2003 |
| Award | |
| ACHIEVEMENT | ROSPA Gold Awards in 2002 & 2003 ENVIRONMENTAL CERTIFICATION (ISO 14001) in March 2003 |
| TARGET | OCC. HEALTH & SAFETY CERTIFICATION (OHSAS – ISO 18001) June 2004 |



RUWAIS FERTILIZER INDUSTRIES (FERTIL)
EMERGENCY EVACUATION PROCEDURE

UPON HEARING EVACUATION ALARM SIREN: (Short Modulation Sound)

- DO NOT PANIC.
- HOLD YOUR BREATH.
- PUT ON YOUR EVACUATION GAS MASK.

CHECK FOR THE WIND DIRECTION

- EVACUATE UP-WIND IF YOU ARE NOT IN AN AREA AFFECTED BY TOXIC.
- EVACUATE CORSS-WIND IF YOU ARE INSIDE THE AREA AFFECTED BY TOXIC.
- REPORT TO THE YOUR ASSIGNED ASSEMBLY POINT
(According to the color coding).
- IF UNABLE TO DO SO REPORT TO YOUR "BACK UP ASSEMBLY POINT"
(or any other safe Assembly Point).
- WAIT FOR THE INSTRUCTION FROM THE ASSEMBLY POINT LEADER.
- DO NOT ATTEMPT TO RESCUE AN INJURED PERSON OR TO DO ANY
PROCESS OPERATION UNLESS EQUIPPED WITH S.C.B.A.
(Self Contained Breathing Apparatus).
- NEVER RE-ENTER THE PLANT UNLESS THE "ALL CLEAR" SIGNAL IS GIVEN.
(Continuous Sound)

RUWAIS FERTILIZER INDUSTRIES (FERTIL)



HSEMS For Employees / Contractors

This card is produced to give employees a quick idea and knowledge about Health, Safety and Environment Management System (HSEMS) & What is expected from employees / Contractors to do.



You also have a role

1. POLICY, LEADERSHIP & COMMITMENT

- ✦ Talk to managers during their HSE high profile tours.
- ✦ Make HSE suggestions to your supervisor.
- ✦ Ask your supervisor to assist you if unsure how to perform a task.

2. SAFETY

- ✦ When performing hot/cold work, excavation and confined space entry, make sure a permit-to-work is in place.
- ✦ Report maintenance problems of equipment, especially leaks and unusual noises.
- ✦ Contact your Supervisor if you believe that equipment has not been regularly/properly inspected and maintained.
- ✦ Wear your P.P.E. If unsure what PPE to wear ask your Supervisor.
- ✦ Report defective or worn out P.P.E. to your Supervisor.
- ✦ Know the proper way to handle or use chemicals.
- ✦ Ask your Supervisor if you do not know that chemical you are handling.
- ✦ Report to Supervisor if you find unlabeled chemicals.
- ✦ Ensure that a Material Safety Data Sheet exists for the chemical you regularly use or handle. If not, tell your Supervisor.

3. OCCUPATIONAL HEALTH

- ✦ Report unhealthy conditions to your Supervisor such as high levels of dusts, fumes, odors or noise.

4. PRODUCT SAFETY

- ✦ Be aware of the product and proper precautions on transport, storage, use and disposal.

5. ENVIRONMENTAL PROTECTION

- ✦ Report any spills, unusual leaks or odors, and garbage dumped in unauthorized areas.
- ✦ Do not dispose of any chemical wastes or containers without approval of Supervisor.
- ✦ Use less water and electricity.

6. RISK MANAGEMENT

- ✦ Report hazards, unsafe conditions, unsafe acts and spills to Supervisor.
- ✦ If in very dangerous situation, report immediately to Supervisor and stop work or leave dangerous area.

7. CRISIS MANAGEMENT

- ✦ Report fires, gas leak, explosions, accidents and spills to Supervisor /control room. Assist in initial response as directed.

8. INCIDENT REPORTING AND INVESTIGATION

- ✦ Cooperate fully with the incident investigations. Give him facts, not who is to blame.
- ✦ Report near-misses and anomalies to your Supervisor.
- ✦ Obey vehicle safety rules (speed limits, seat belt, etc...)
- ✦ Report any vehicle repairs or concerns to Transport Department.
- ✦ Report to your Supervisor if any procedures for a task are missing or need improvement.

9. TRAINING AND COMPETENCY

- ✦ Ensure that you and your fellow workers are properly trained and competent for assigned tasks.
- ✦ Talk safety with new workers. Watch them during their first few weeks.

10. COMMUNITY AND PUBLIC RELATIONS

- ✦ Be aware of the Company Contact Procedures (contacts with local HSE authorities and media).

11. LEGAL REQUIREMENTS

- ✦ Ensure that all applicable HSE legal requirements are known.

سياسة الشركة حيال الصحة العامة والسلامة وحماية البيئة

- إن السياسة التي تتبناها فرتيل في إدارة عملياتها الإنتاجية برعاية وعناية مع نظيراتها والمواطنين المتعاملين معها تتركز اهتمامها البالغ في الحفاظ على البيئة، كالتأكد من سلامة القوى البشرية العاملة بها، إضافة إلى الاهتمام بسلامة الجوار المحيط وفعاليتها الفعالة.
- تتبنى فرتيل جداتها في استثمار وتطوير أنشطة الصحة والسلامة والحفاظ على البيئة بأسلوب متكامل يحرص من خلال السياسات الإدارية الخاصة بالثقافة الصحية والسلامة والبيئة التابعة لها، وطبقاً لذلك، فإن أهداف فرتيل في الصحة والسلامة والبيئة تتمثل فيما يلي:
1. الاهتمام بصحة العاملين وسلامتهم أثناء العمل وحماية البيئة والحفاظ عليها، أو لولا تسبب تلك الاعتبارات الاقتصادية.
 2. التزام فرتيل التزاماً تاماً بتطبيق سياسات وفنون الصحة والسلامة والبيئة في جميع منشآت الإدارة والإنتاج والتسويقية من خلال سياسة حكيمة تتبناها لتتجهها لتعمل على تأمين البيئات أو برامج مخلفات صناعية عند أو العمل على تطوير استخدام جميع مصادر الطاقة الطبيعية بكفاءة عالية.
 3. التزام فرتيل من خلال أنشطتها الإدارية في إعداد وتدريب كافة موظفيها والعاملين بها في مجالات الصحة والسلامة والحفاظ على البيئة، كالتأكد من حصولهم على التدريب المناسب في العمل بالسلامة والقياسات عالية الدقة لتعمل على توفير بيئة آمنة لجميع العاملين.
 4. تطوير المستمر والتطبيق لكافة التصميمات الهندسية لوجوه الإنتاجية وإجراء التعديلات اللازمة لتعديلات الصحة والسلامة والبيئة طبقاً للمعايير الدولية وفقاً للاحتياجات التطبيقية لتتضمن نظم تشغيل الإنتاج والتشغيل والتشرف الهندسي الدوري والتخصص من المعاملات المتواصلة على القوى والحالة والمنتجات والبيئة المحيطة بها.
 5. الاهتمام الدوري والتطوير المستمر لإجراءات العمل، وبمعدلاتها وسرعة استجابة التطوير وفقاً لإجراءات مع الاستغلال الأمثل للمعدات والمصنع المتبعة في حالات الطوارئ.
 6. التزام فرتيل بالالتزام بالاشتراطات المطلوبة لتتأكد منها طبقاً للمعايير الدولية في جميع منشآت فرتيل، كالتأكد من التزامها بالاشتراطات المطلوبة في جميع المنشآت والوقوف على الصحة والسلامة والبيئة والالتزام بها، كالتأكد من التزامها بالاشتراطات المطلوبة في جميع المنشآت والوقوف على الصحة والسلامة والبيئة والالتزام بها.
 7. التزام فرتيل بالتعاون المستمر والهادف مع جميع الجهات الحكومية والإدارات الصناعية المسؤولة في الدولة في تعريف الأسس والقوانين الخاصة بسياسات الصحة والسلامة والبيئة والعمل على تنفيذها.
 8. التزام فرتيل التزاماً تاماً بسياساتها حيال الصحة والسلامة والبيئة مع احترامها واحتراماً لأسسها في توفير بيئة عمل آمنة لجميع الفئات العاملة من موظفين ومقاولين.


سيف أحمد الغفلي
مدير عام

HEALTH, SAFETY AND ENVIRONMENT (HSE) POLICY

It is the policy of FERTIL to ensure that its activities and those of its contractors are conducted with full commitment for safeguarding the environment, health and safety of the workforce, neighboring community and customers.

FERTIL will strive for continuous improvement of HSE performance through a comprehensive and exhaustive HSE Management System (HSEMS).

In line with the above, FERTIL is committed to the following HSE objectives:

1. No economic priority shall over-rule considerations of health, safety at work, and respect for the environment.
2. FERTIL is committed to integrating environmental, health and safety priorities into its business activities by developing, implementing and managing programs aimed at reducing and preventing the generational emissions, effluents and wastes and improving efficient use of natural resources and energy.
3. FERTIL through a systematic, positive and pre-active program provides appropriate HSE training and encourages participation of all employees and contractors to safely perform their duties with the objective of preventing occupational injuries, illnesses and accidental losses.
4. The design of old and new installations is continuously reviewed to reduce HSE risks, ensuring all operational activities, regular inspection of equipment and modifications are conducted in a manner that minimizes risks and hazards to workers, property and the community at large.
5. Potential emergency procedures shall be periodically tested, drilled and kept up-to-date systematically to ensure applicability of the emergency response plan and the readiness of resources.
6. FERTIL shall select its industrial partners/contractors on the basis of their compliance with FERTIL or similar HSE policy. The HSEMS of contractors will be subjected to continuous monitoring and auditing by FERTIL.
7. FERTIL will co-operate with industry and local government authorities in identifying and setting environmental goals and in developing effective, reasonable and equitable control programs.
8. Compliance with this HSE policy shall be an important element in the performance evaluation of FERTIL line managers, all employees and contractors.


SAIF AHMED AL-GHAFIL
GENERAL MANAGER