

## Hassad Qatar - Health, Safety, and Sustainability Program



### Introduction:

Demoura Lawson Consulting (DMLC) partnered with Hassad Qatar, a leading agricultural investment company committed to food security and sustainability, to establish a robust health, safety, and environmental (HSE) framework across all business units. With diverse operations spanning multiple subsidiaries, Hassad required tailored strategies to align with international standards, enhance safety practices, and integrate sustainable operations. Over two years, this engagement aimed to create a strong safety culture, prepare Hassad for ISO certifications in Quality (ISO 9001), Environment (ISO 14001), and Occupational Health & Safety (ISO 45001), and deliver improvements in risk management, employee training, welfare standards, and performance monitoring.

### Methodology:

De Moura Lawson Consulting implemented a comprehensive approach to meet Hassad's HSE objectives:

#### 1. Regular Inspections, Welfare Camp Inspections, and Monthly Reporting:

- Conducted monthly inspections across all business units and welfare camps to assess safety, compliance, and living conditions.
- Provided monthly reports directly to Hassad's CEO for real-time visibility into HSE performance and progress.

#### 2. Comprehensive Employee Training Programs:

- Delivered training to over 2,500 employees on Fire Safety, Electrical Safety, COSHH, Manual Handling, and more. Specialized sessions were held for high-risk tasks and new employee induction.
- Training also included newly revised procedures, ensuring alignment with current safety standards and fostering a hazard-aware workforce.

#### 3. Safety Committee Establishment:

- Established safety committees within each Division, with monthly meetings to discuss observations, incidents, and corrective actions.
- This collaborative approach promoted a culture of shared responsibility and continuous safety enhancement.

#### 4. Permit-to-Work System for High-Risk Activities:

- Implemented a permit-to-work system for high-risk activities, including hot work, permit-to-work and more, to ensure strict control and minimize incidents.

## 5. Incident Investigation and Corrective Action Management:

- Introduced incident investigation and root cause analysis for significant incidents, alongside a live corrective action register for real-time tracking and accountability.

## 6. Procedure and Policy Development:

- Created and revised QHSE procedures and a Quality Management System (QMS) Manual aligned with ISO 9001:2015. This manual structured Hassad's processes for risk management, document control, and continuous improvement.

## 7. Risk and Legal Compliance Registers:

- Developed risk and legal compliance registers specific to each unit, ensuring systematic tracking and record keeping of HSE obligations and regulatory requirements.

## 8. Emergency Preparedness Drills:

- Organized biannual emergency drills across 27 locations, refining crisis response and ensuring each unit's readiness for emergencies.

## 9. Safety Culture Survey:

- Conducted a survey involving more than 130 respondents to evaluate elements such as Management Commitment and Personal Appreciation of Risk, etc. Results informed procedure revisions, supporting a stronger safety culture and continuous improvement.

## 10. KPI Implementation:

- Developed Key Performance Indicators (KPIs) within the QMS to monitor compliance, training completion, and risk mitigation, allowing for data-driven decisions and fostering accountability.

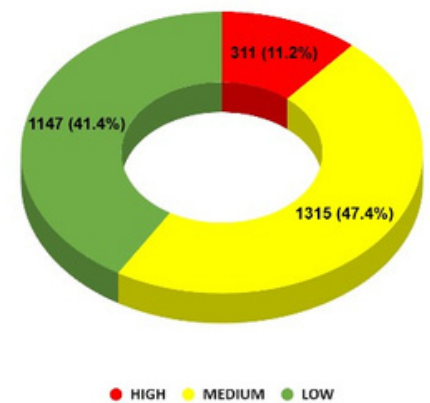


## Outcomes:

The collaboration with De Moura Lawson Consulting led to significant advancements in Hassad Qatar's HSE performance:

- **Workplace Hazard Reduction:** Over 2,700 risk observations were closed, including 300 high-risk, 1,300 medium-risk, and 1,100 low-risk issues, reducing hazards across all sites.
- **Enhanced Employee Competency:** Training of over 2,500 employees improved compliance and fostered a knowledgeable, safety-aware workforce.
- **Proactive Safety Culture:** The implementation of monthly safety committees, combined with findings from the Safety Culture Survey, significantly reinforced a proactive safety culture across Hassad Qatar. The survey results demonstrated strengths and areas for improvement. By addressing these insights in regular committee discussions, Hassad has been able to continuously improve its safety culture, aligning employee values with organizational safety objectives and ensuring a safer, more engaged workforce.
- **High-Risk Activity Control:** The permit-to-work system established stringent controls over hazardous tasks, improving safety in high-risk operations.
- **Efficient Incident Management:** Through thorough incident and accident investigations, Hassad implemented systematic improvements to prevent recurrence, enhance accountability, and address root causes effectively. This approach strengthened overall safety practices and ensured prompt response to incidents across all business units.
- **Emergency Preparedness:** Biannual emergency drills strengthened crisis response capabilities, ensuring operational continuity across all units.
- **Performance Monitoring through KPIs:** KPIs provided actionable insights, supporting data-driven decision-making and continuous improvement in HSE practices.
- **Certification Readiness and QMS Implementation:** The QMS Manual and internal audits (Gap Analysis) prepared Hassad for ISO 9001, 14001, and 45001 certification, ensuring sustainable compliance.

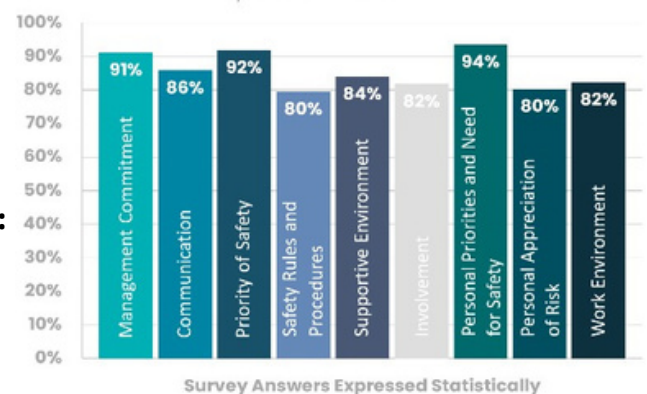
Closed Risk Observations



## Hassad Food Company

### Collective overview

Safety Culture Assessment Results



## Conclusion:

De Moura Lawson Consulting worked closely with Hassad Qatar to establish sustainable HSE practices, resulting in reduced risks, readiness for ISO 45001, 14001, and 9001 certification, and a stronger safety culture. This collaboration has positioned Hassad as a leader in proactive health, safety, and environmental management within the industry.