



مسيّعة للطاقة
M POWER

EHS Newsletter

3rd Edition



M Power,
Powering Qatar

Jan – June 2021

Safety Moment



Elevator Safety Tips

Careful Entry & Exit:

- Check that the floor surfaces are even and ensure not to hit the gap between them.
- Stand aside for exiting passengers, priority for children and the elderly.
- Don't try to stop closing doors with anything, including hands, feet, canes, etc. Wait for the next elevator.

Once on board:

- Move to the back of the car to make room for other passengers. Respect the ladies and give them more space.
- Stand clear of the doors, keeping clothes and carry-ons away from the opening.
- When travelling with children, do not allow them to play with the buttons as it may slow down the service.



In the event of emergency/power failure:

- The elevator safety device will take the car to the nearest floor and elevator's door will open.
- If the door does not open, push or pull the ALARM button to call for professional assistance.
- Phone for help, if a phone is available. Follow the instructions for their use.
- Do not force open elevator door. Be patient, help is on the way.



Significant Achievements, News, and Events



Behaviour- Based Implementation (BBS) Roll-out

Achieved in April 2021, following series of awareness sessions for management, and staff, among whom were trained as BBS observers. Implementation updates are discussed during monthly EHS committee meetings.

ISO Re-certification

M Power's certificates for ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018 were renewed following a successful re-certification audit conducted on 2nd – 4th May 2021.

2021 RoSPA Electricity Sector Awardee

M Power was awarded 'RoSPA Commended' in the Electricity Industry Sector Award for an outstanding health and safety performance in 2020.

Marubeni Safety Award

M Power received the Marubeni Safety Award of Excellence for 2020 following a comprehensive review of health and safety practices at twelve facilities in the region.

LTI-free Milestone

M Power have achieved nine years and nine months without lost time injury, inclusive of contractors' data.

BBS Programme Implementation



M Power Behavioural Based Safety (BBS) programme was launched in January 2020 but due to the Covid-19 pandemic, it was put on hold and later resumed in March 2021. The programme got rolled-out in phases, initiated by a preliminary perception survey for staff to investigate the undesired H&S behaviours that may be present within the organisation. The survey comprised interviews of employees as focus groups and one-on-one.

The survey was followed by awareness sessions and workshops conducted for all staff and management. Further, a number of staff were selected and trained specially as BBS observers/coaches. These individuals are responsible to observe and coach fellow employees towards the desired H&S behaviours using appropriate intervention techniques.

An operating procedure was developed for the programme, along with check sheets for recording and analyzing BBS observations. The observers commenced observations which are recorded in the BBS log and analysed accordingly for actions where applicable.



Key performance indicators were adopted re conducting BBS observations and reduction of undesired H&S behaviours. The purpose is to evaluate the effectiveness of the programme.

Progress reporting is done during monthly EHS committee meetings and IMS management review meetings.

BBS Implementation Road Map - 2021

Phase 1: Foundation and launch-
complete

- Plan and Mobilise consultant
- Perception survey (identification of initial undesired behaviors)
- Enroll & train BBS Coaches
- Awareness Sessions
- Leadership Sessions
- Update BBS procedure and issue
- Development of BBS observation cards
- BBS consultant conducts on site observations with coaches to complete the practical training

Phase 2: Data Gathering and Analysis- commence April 14th

- Communication rollout/program inauguration
- Set program KPI and goals
- Conduct weekly observations
- Provide feedback
- BBS Skill Building Sessions with consultant
- Bi weekly trending and analysis of observations
- Engage Contractors on program
- Review and analyze the undesired behaviors
- Issue Progress Reports

Phase 3: Programme support, behavior change, and continual improvement

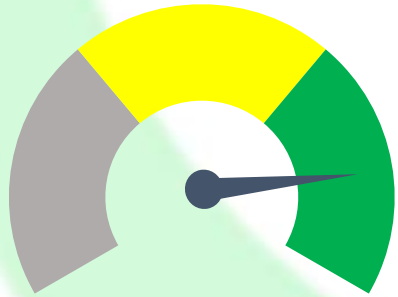
- Continue to support the program implementation by Managing the improvement process based on BBS data
- Ensure adequate records retained
- Address and eliminate risk behaviours by promoting new, safe behaviours.
- Use data to help inform program's continuous improvement goals.
- Issue monthly reports



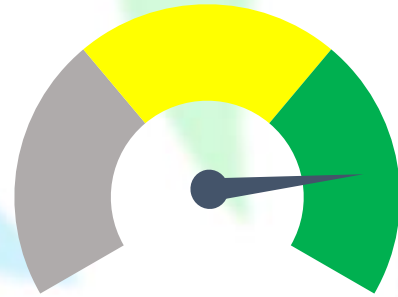
BBS in Action

Phase 4: Reassess
- Final program review and report

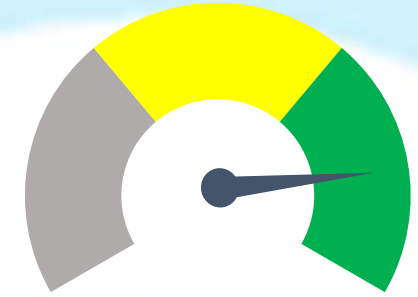
2021 QEHS Objectives and Targets



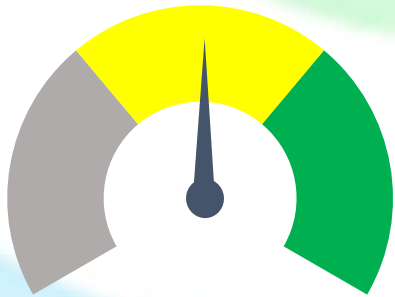
Implement Behaviour-Based Safety (BBS) programme:
ACHIEVED



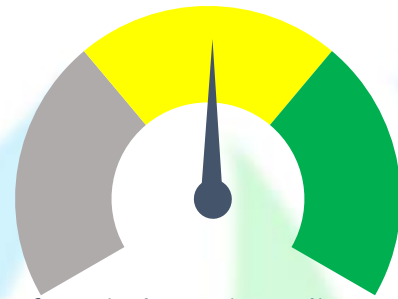
Implement SAP system to consolidate all business system:
ACHIEVED



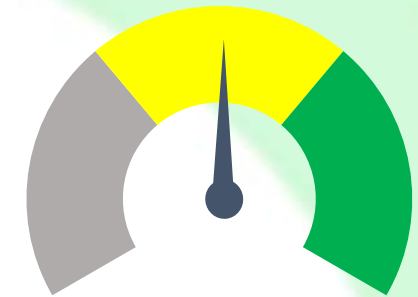
Construct a new warehouse:
ACHIEVED



Provide solar/LED lighting & energy-efficient HVAC to a community school: **IN-PROGRESS**

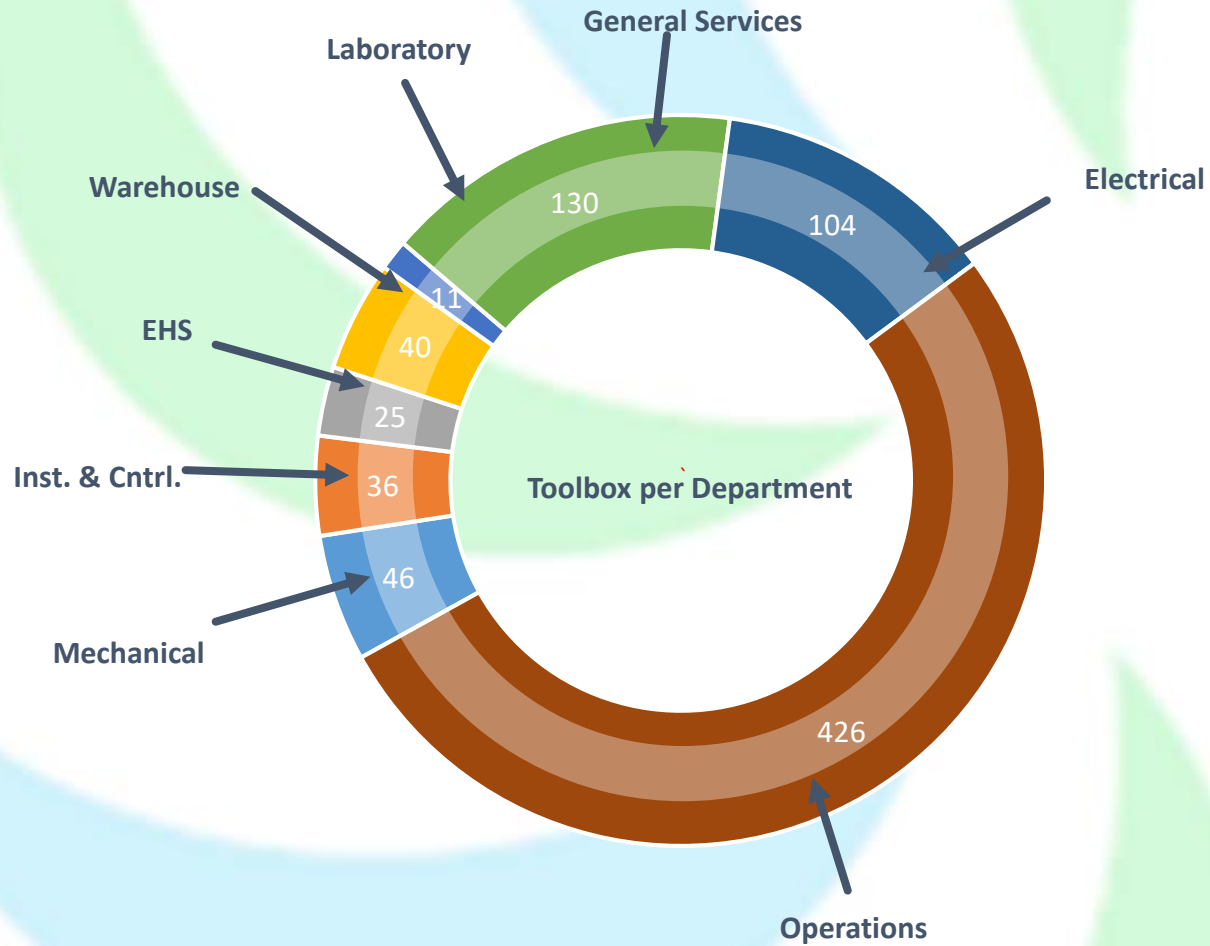


Perform indoor-air quality study for occupied buildings: **IN PROGRESS**

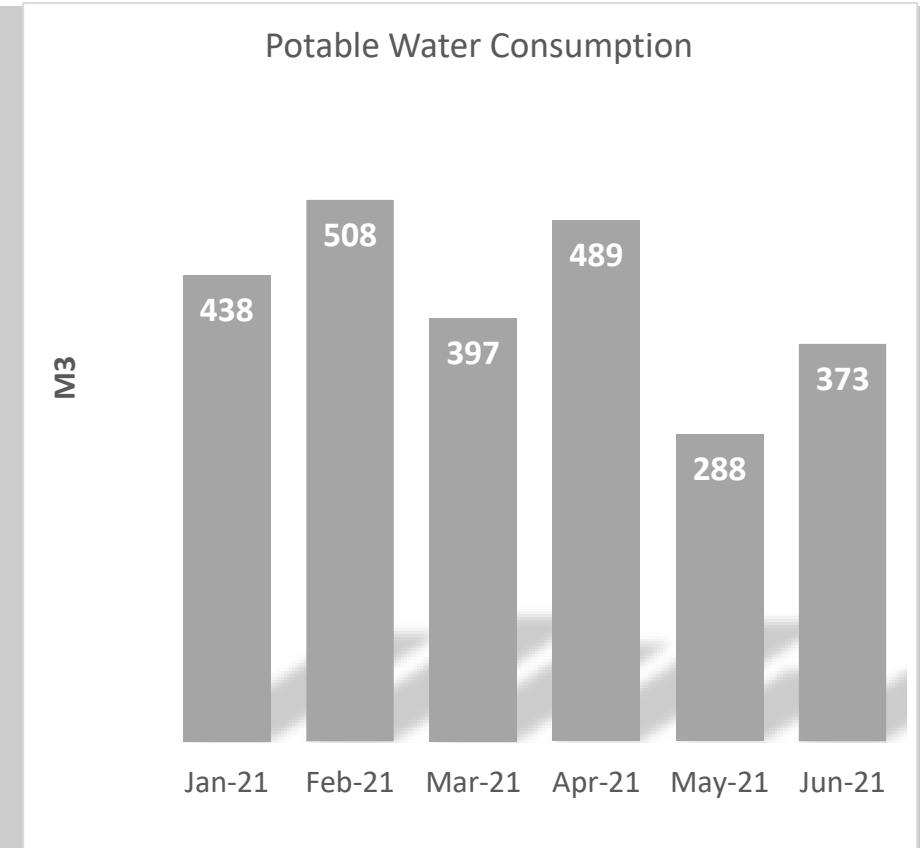
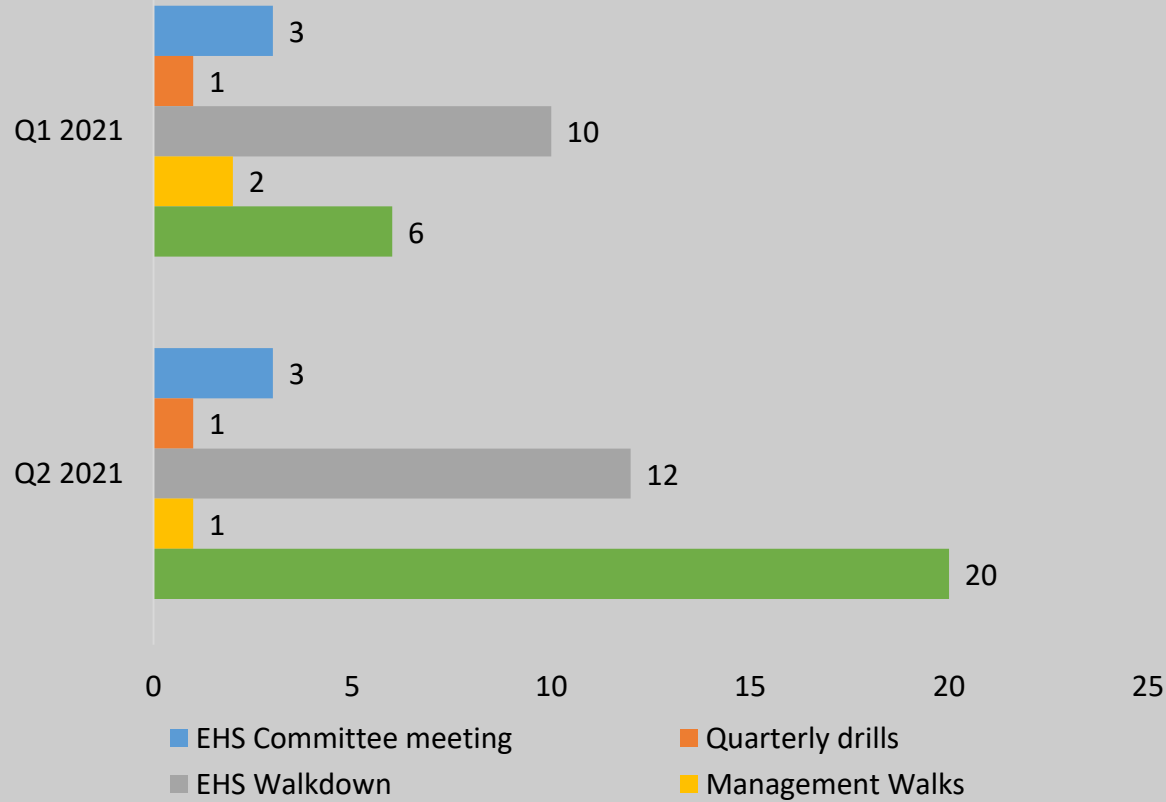


Perform one joint drill with Qatar civil defense and QP/MIC emergency responders:
IN PROGRESS

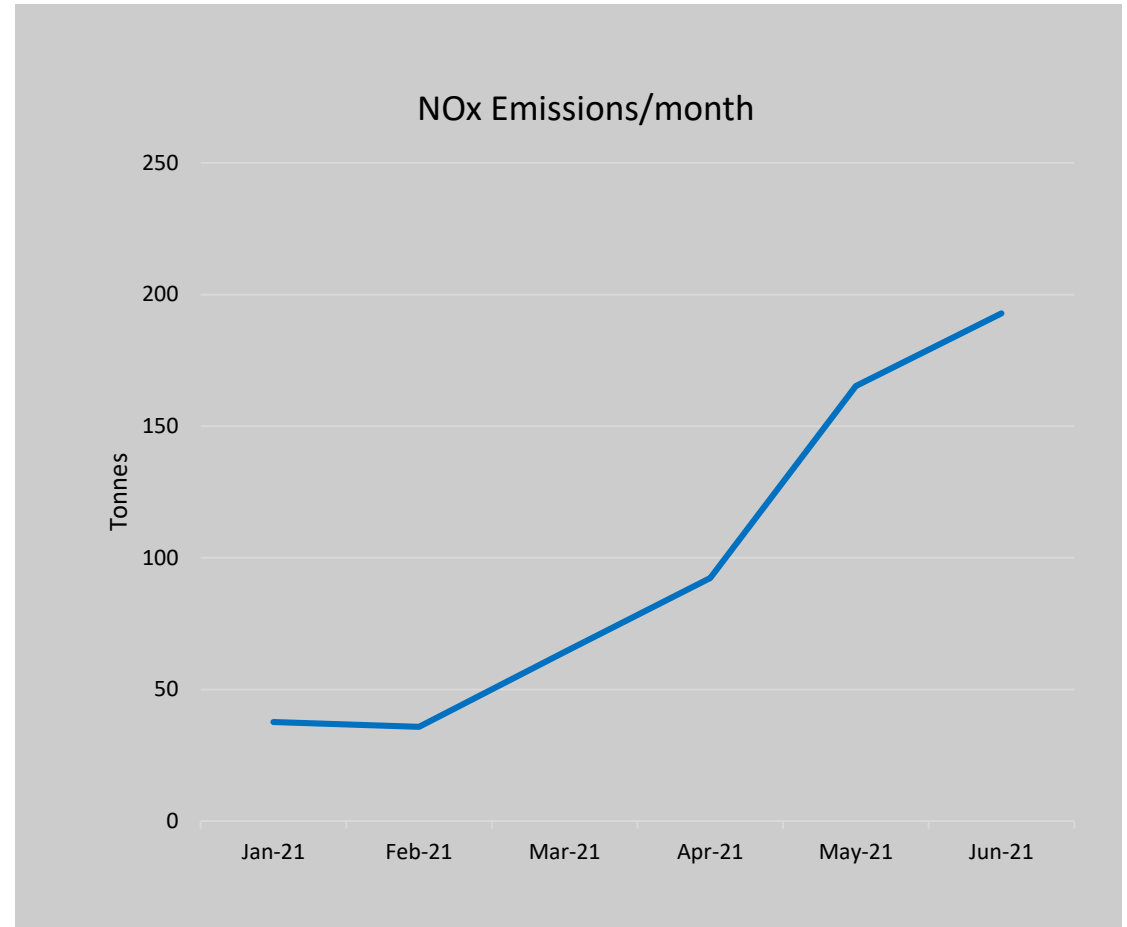
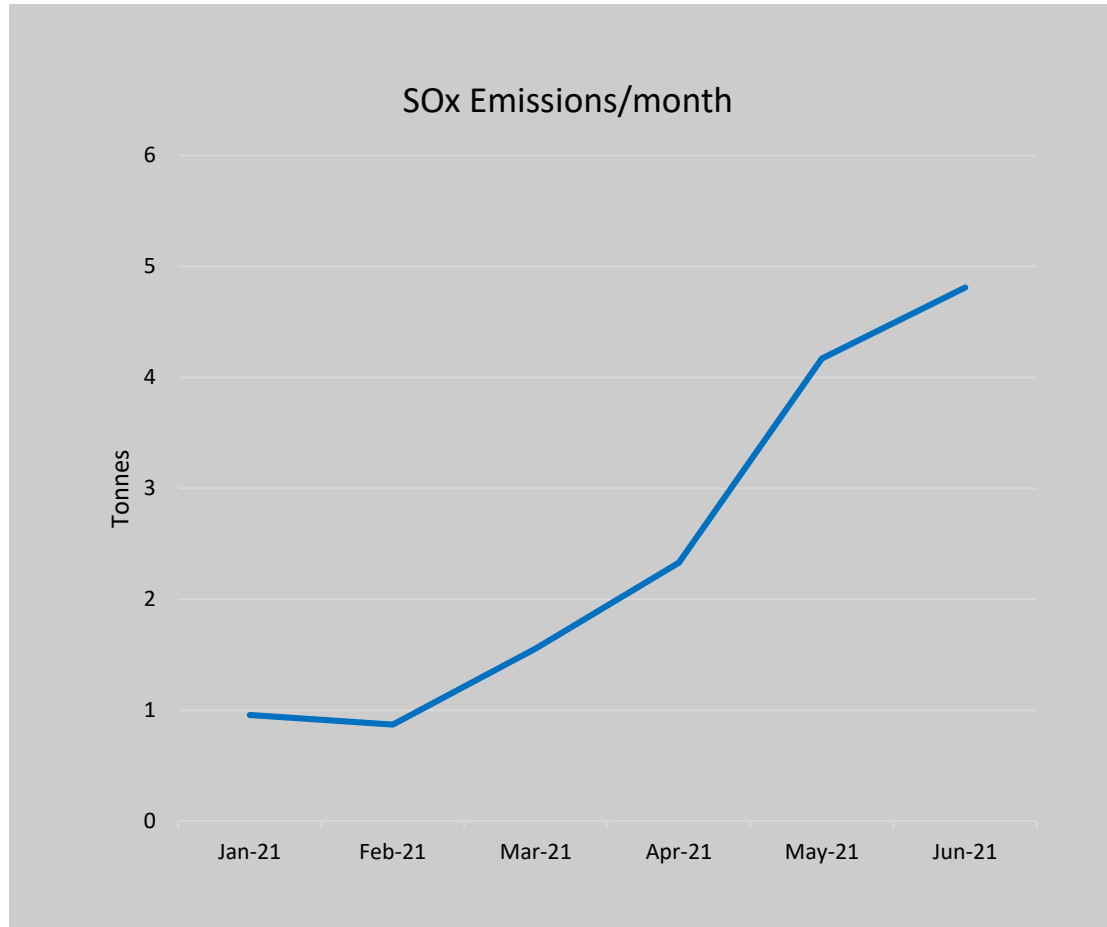
2021 QEHS Objectives and Targets...continued



Key Performance Indicators



Key Performance Indicators...continued



Safety Article



Near Miss: A Leading or Lagging KPI

Whenever the discussion comes up among H&S professionals, it is often concluded by asking the question: 'what does it matter? It is unanimously accepted that a near miss or safety miss is one of the key performance indicators (KPI) of an organisation's OHSMS performance. Similarly, it is agreed that all near misses should be reported and investigated in order to prevent re-occurrence & escalation into a serious injury. Yet, there exists an argument as to whether a near miss is a leading or lagging key performance indicator.

ISO 45001:2018 defines a near miss as an incident in which no injury or ill-health occurs but has the potential to do so. The same OHSMS standard requires organisations to measure their OH&S performance, using the measurement criteria determined by the organisation. Therefore, it is understandable why a number of practices or events are used as benchmarks or criteria for performance measurement. The case for near misses start as organisations further break down their performance indicators as leading and lagging KPIs respectively.

Simply put, leading indicators are those that highlight the proactive practices adopted by an

organisation to prevent or mitigate OH&S loss events. Activities including safety inspections, training delivered, and safety audits are in this category.

On the other hand, there are lagging indicators which indicate reactive measures or post-loss events activities. For instance, fatalities, asset damage, and occupational ill health are categorised as lagging indicators. These two measurements, although have their benefits and potential issues if not effectively managed, are used to present a wholesome picture of organisations' OHSMS performance.

Generally in practice, performance targets are set based on these KPIs, and thus organisations strive to meet those targets. For instance, when a target of two safety inspections per year is set, (i.e. under leading KPIs), the organisation intuitively strives to conduct at least two or more inspections in the year to demonstrate performance excellence.



Similarly, when a target of zero fatality is set (i.e. under lagging KPIs), the site deploys efforts so that the target is met and that no fatality occurs in the project. Now, this is where it gets tricky!

As for near miss, organisations on one end consider them as a lagging KPI and thus assign a target to it. To them, near misses are potential negative events and should be investigated as though actual loss events. The target they set evolves based on previous years' near miss frequency so that they can demonstrate continual improvement. So for instance, if there were twelve near miss incidents in 2020, they target to 'have only six near miss incidents in 2021'.

By so doing, the organisation indirectly prevents its workforce from reporting near miss incidents once the target of six is met. After all, no employee wants to be the reason why company's target limit is exceeded. Even when the target is almost as high as the previous year (say eleven), it still means that near miss reporting in excess of eleven will, at least, be frowned at or may not receive effective attention as with the ones within the set target

This is one of the ways employers formally discourage near miss reporting and trend is not uncommon even in organisations with a considerably mature OH&S management system implementation

On the other extreme end are organisations that consider near misses as leading KPIs given that near miss reporting is an indication of a positive safety culture and should be encouraged. Accordingly, they set ambitious annual targets for near miss reporting so that if there were twelve near miss incidents in the previous year, they set a target of twenty on the following year to encourage workers report near miss as and when they occur.



Article..Contd.



Further in this category are organisations that incentivise near miss reporting which, although an originally well-intentioned programme, lead to the workers and H&S personnel reporting common site occurrences as near misses just to achieve the set target and compensate the reporters. Unfortunately, these do not automatically translate to a successful incident reporting management. The consequence is felt more as organisations benchmark (read compare) their performance with others in the industry whereby company A reported twenty near misses and company B feels it is underreporting because its near miss target is ten.

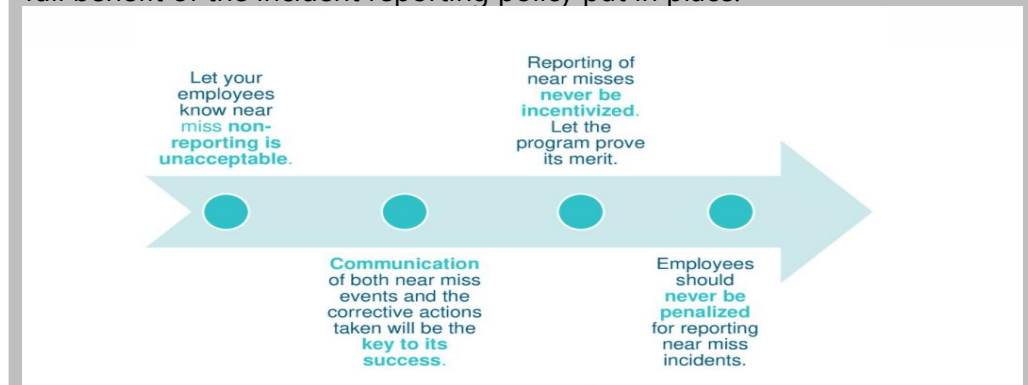
Balancing Point: The problems presented above are not caused as a result of KPI categorisation or targets setting alone. It is a reflection of what among other things, can go wrong during OHSMS implementation. Therefore the solution lies in a combination of measures-education, awareness and clarification.

For organisations who consider it lagging indicator, care should be taken to demystify the targets attached to so that employees do not place more importance on the number that the H&S of the workforce.

Everyone, including the management should understand the importance of near-miss report and thus 'naturally' feel inclined to report as and when a near miss occurs, regardless of whatever target set for it. A practical way is to make the target 'null', implying that the event is only being monitored for further analysis, trend and so on but not being capped at a certain amount. For those who consider a leading indicator, and thus 'over-celebrate' reporting, there should be an inward look into why employees may not want to report near misses, rather than a hasty compensation of those who do.

In a value-driven organisational safety culture, employees do not need to be promised gifts before they report near misses. Under-reporting is a direct result of existential barriers to effective reporting within the organisation. Many literatures trace employers' attitudes and behaviour as the root causes for under-reporting among staff. As such, incentivizing of near-miss reporting will not be an effective solution for organisations where this exists.

In conclusion, there is no doubt that safety misses are potential loss events which present opportunities for improvement within the OH&S management system. Monitoring of it is essential for data-driven analysis among others, yet there should be a system(s) to ensure that the means of measurement for performance evaluation do not lead to a compromise of ideals of a good safety management system, i.e. safeguarding the health and safety of the workforce. Depending on which side of the divide your organisation belongs, relevant precautions should be taken to achieve full benefit of the incident reporting policy put in place.



Future Events



- ❑ Indoor air quality study for occupied in M Power, by Q3 2021;
- ❑ IMS management review meeting for Q1Q2 review, by July 2021;
- ❑ Q3 2021 emergency drill, by September 2021;
- ❑ Safety audit against EHS department, by September 2021;
- ❑ Entry for RoSPA 2022 awards will be submitted by 25th February 2022.