



MOALAJAH

Operator of wastewater systems

معالجة
MOALAJAH



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1 ABOUT MOALAJAH

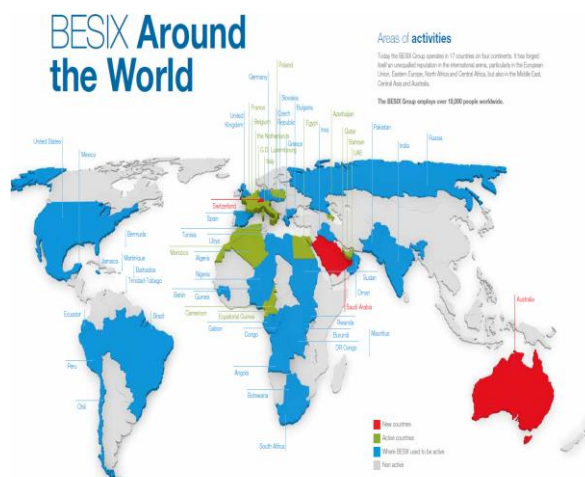
Moalajah is a joint venture between Veolia and Besix established in 2006 as a Wastewater Operations and Maintenance company in UAE.

Veolia is the world leader in environmental services, designing and deploying solutions for water, waste and energy management, participating in the sustainable development of cities and industries.

Veolia Water is the world leader in operation and maintenance for water and wastewater plants and networks. Taking over seamlessly operation of existing infrastructures and improving efficiency in all aspects of the service, transfer of know-how and training of local resources, has been our core business since more than 150 years. Veolia Middle East is already registered with ADWEA and DSOA, and has been awarded several projects over the last years, including building and operation desalination plants such as Fujairah 2 and sewage treatment plants such as ISTP2. Veolia Middle East has the largest resources in the water and wastewater services in the GCC with major O&M and performance contracts for plants and networks in Riyadh, Doha, Oman and UAE.



BESIX Group of Belgium has unique expertise through many years of developing and executing projects in number of countries, particularly Europe & Middle East with long working history in various sectors. Its experience includes Infrastructure, water and wastewater projects involving design, build and operations of assets. BESIX completed several wastewater treatment plants, pumping stations, marine, industrial projects. This includes comprehensive, cost-effective and reliable water and wastewater treatment solutions and services within UAE, Middle East and the Globe.



BESIX have proven wastewater capabilities through a worldwide track record by using appropriate technologies with cumulative capacity of Waste Water Treatment systems built of approximately 2,000,000m³/day.

Moalajah started working for Ajman Sewerage Company as the operator of Ajman Sewerage system and treatment plant, and later started carrying out other projects for government sectors in UAE and in the GCC. Moalajah has proved its capability to compete in various fields of engineering, construction and maintenance in infrastructure and other government sectors. It has a strong presence in the wastewater sector having maintained good relations and completed contracts for public and private sectors in UAE and DSO.

Since its establishment, Moalajah has executed over 30 projects in the field of operations, maintenance and engineering involving over 500 thousand-man hours. Consistently growing, our strong permanent workforce is largely made up of technical field personnel and skilled labour. Major work is carried out in UAE.

2 MISSION

Moalajah's mission statement can be summarised as follows,

"To deliver reliable waste water service, solutions across the region thereby serving the community and safeguarding its health and to sustain a clean and green environment"

3 SOCIAL RESPONSIBILITY

In today's world, rapid urbanisation, population growth, and increasing irrigation are leading to scarcity of natural resources. In a region where water is extracted from limited resources, the need for more efficient, balanced and sustainable approach of water management becomes a necessity. Committed to the needs of the society, our approach is to educate the community on preserving the natural resources serve the community by safeguarding its health and supporting in creating a clean and green environment process.

With 10 years of expertise in the area of waste water treatment, Moalajah and its employees contribute each and every day to deliver reliable waste water services and solutions by:

- Educating the community (Open days for schools, colleges, internship programs, awareness campaigns etc)
- Sustaining the resources by providing treated effluent for irrigation
- Preserving resources (GPS, save water campaign called "neighbourhood campaign" was done in Ajman, where our employees went to each household and explained the importance of water and saving. A device was distributed which will help saving the water (50% of water to be saved by no impact on the customers)
- World Environment Day. Where, our customers were invited along with their kids and had some cultural program for kids and brochures on the same topic were distributed)
- Reduction of Environmental impact through the reduction of power consumption



4 HUMAN CAPITAL

Attraction, retention and the development of our human capital is a challenging task for our line of business, however we have successfully managed this valuable resource professionally over the years, based on the best industry practices.

What differentiate us from our competitors is the high level of technical expertise of our operators and maintenance technicians, engineers and the exposure of our top management in large scale projects across the UAE and abroad.

The HR department in Moalajah works across the functions, both within HR and across the company, to achieve corporate goals. We are a diversified group with over 20 nationalities working together, as a family. The headcount has been steadily growing owing to the increase in projects under the Moalajah organisation.

The training sessions are organised based on the required competencies and in 2018 over 4,200 hours of training were carried out reaching more than 80% of our staff.

5 SERVICES DELIVERED

Apart from various O&M teams, we have Services department that provides specialised services to the industry in the areas of CCTV survey, Flow/Pressure Measurement, Water Quality measurement, as well as Pipeline Cleaning, and Rehabilitation. All Cleaning and survey equipment is owned by Moalajah and of the highest standard utilizing the latest technology in the field of pipeline inspection. The services provided by Moalajah are summarised below and few illustrations follows.

- Operation and maintenance of Waste water treatment plants, pumping stations and sewer network
- Operation and maintenance of Odor control units
- Sewage and irrigation pumping stations commissioning and rehabilitation – mechanical, electrical and instrumentation work
- Supply, installation and maintenance of odor control systems
- Sewage flow diversion, over pumping, pneumatic plug installation.
- Hydro jetting & cleaning of sewage and storm water pipe lines.
- CCTV inspection assessment / survey for drain and pipe sewer network.
- Pole camera inspections.
- Manhole inspections.
- Sludge dewatering services (mobile centrifuge unit).
- Cleaning of ponds.
- Capital investment planning studies including flow prediction, hydraulic modelling
- Irrigation master planning studies



6 CLIENT REFERENCES

Moalajah has vast references of Client's in the region – Ajman Sewerage Company Private Limited, Ras Al Khaimah Waste Water Authority, Dubai Sports City, Dubai Municipality, Ajman Municipality, EMAAR, EMRILL, EMAL etc.



7 CERTIFICATIONS

Moalajah has achieved and maintains the ISO 55001:2014 (for Asset Management), OHSAS 18001:2007 (OHS) and TISSE 2012 (Customer services) and also internally by Veolia for the Laboratory Quality Management.

8 BANK INFORMATION

8.1. NAME AND ADDRESS OF COMPANY BANKS

Our bank details are as follows:

Name:	HSBC BANK MIDDLE EAST LIMITED
Physical Address:	Emaar Square, Building No. 5, 2nd Floor.
Postal Address:	P.O. Box 502601, Dubai, UAE
Bank Branch:	Dubai Branch
Account Name:	MOALAJAH FZC
Swift Code:	BBME AEAD

9 PROJECT REFERENCE

9.1 AJMAN SEWERAGE SYSTEM

Item:	(A) Wastewater Treatment Facilities
Client	(ASPCL) Ajman Sewerage Private Company Ltd.
Region	Emirate of Ajman
Country	United Arab Emirates
Population Served	400,000
Scope of Services	O & M of the WWTP
Average Daily Wastewater Flow	> 96,000 m ³ /day
Influent characteristics	73,000 kg COD/day, 28,000 kg BOD/day
Date of Commencement	6 th March 2006
Period of Contract	27 years

Item:	(B) Wastewater Collection System
Client	(ASPCL) Ajman Sewerage Private Company Ltd.
Region	Emirate of Ajman
Country	United Arab Emirates
Population Served	400,000
Design (Gravity/Pressure/Vacuum)	Gravity and Pressure
Scope of Services	O & M of the sewerage network and pump station
Average Daily Wastewater Flow	100,000 m ³ /day
No of pump/lift stations	22
Sewer Network Coverage	434 km
Date of Commencement	6 th March 2006
Period of Contract	27 years

9.2 RAS AL KHAIMAH SECTOR-3

Item:	(A) Wastewater Treatment Facilities
Client	(RAKWA) Ras Al Khaimah Water Authority
Region	Emirate of Ras Al Khaimah
Country	United Arab Emirates
Population Served	180,000
Scope of Services	O & M of the WWTP
Design Daily Wastewater Flow	40,000 m ³ /day
Date of Commencement	2012
Period of Contract	6 years (renewed yearly)

Item:	(B) Wastewater Collection System
Client	(RAKWA) Ras Al Khaimah Water Authority
Region	Emirate of Ras Al Khaimah
Country	United Arab Emirates
Population Served	130,000

Item:	(B) Wastewater Collection System
Design (Gravity/Pressure/Vacuum)	Gravity & Pressure
Scope of Services	O & M of the sewerage network and pump station
Design Daily Wastewater Flow	40,000 m3/day
No of pump/lift stations	3 PS and 6 LS
Sewer Network Coverage	157 km
Date of Commencement	2012
Period of Contract	6 years (renewed yearly)

9.3 RAS AL KHAIMAH SECTOR-6

Item:	(A) Wastewater Treatment Facilities
Client(s)	RAKIA, AL MARJAN, AL HAMRA
Region	Emirate of Ras Al Khaimah
Country	United Arab Emirates
Population Served	40,000
Scope of Services	O & M of the 6 STPs
Design Daily Wastewater Flow	10,430 m3/day (including all STPs)
Date of Commencement	2014
Period of Contract	3 years (renewed yearly)

Item:	(B) Wastewater Collection System
Client	RAKIA, AL MARJAN, AL HAMRA
Region	Emirate of Ras Al Khaimah
Country	United Arab Emirates
Population Served	40,000
Design (Gravity/Pressure/Vacuum)	Gravity/Pressure/Vacuum
Scope of Services	O & M of the sewerage network and pump station
Average Daily Wastewater Flow	10,430 m3/day (including all areas)
No of pump/lift stations	5 VS, 1 PS
Sewer Network Coverage	43 km
Date of Commencement	2014
Period of Contract	3 years (renewed yearly)

9.4 DUBAI SPORTS CITY

Item:	(A) Wastewater Treatment Facilities
Client	Dubai Sports City
Region	Emirate of Dubai
Country	United Arab Emirates
Population Served	125,000
Scope of Services	O & M of the WWTP
Design Daily Wastewater Flow	25,000 m3/day
Date of Commencement	2012
Period of Contract	10 Years

Item:	(B) Wastewater Collection System
Client	Dubai Sports City
Region	Emirate of Dubai
Country	United Arab Emirates
Population Served	125,000
Design (Gravity/Pressure/Vacuum)	Gravity/Pressure
Scope of Services	O & M of the sewerage network and pump station
Average Daily Wastewater Flow	25,000 m3/day
No of pump/lift stations	1 PS
Date of Commencement	2012
Period of Contract	10 Years

9.5 DUBAI PALM JUMEIRAH

Item:	(A) Wastewater Treatment Facilities
Client	Dubai Palm Jumeirah
Region	Emirate of Dubai
Country	United Arab Emirates
Population Served	125,000
Scope of Services	O & M of the WWTP
Design Daily Wastewater Flow	25,000 m3/day
Influent characteristics	15,900 kg COD/day, 6,375 kg BOD/day
Date of Commencement	2014
Period of Contract	3 years (renewed 3-yearly)

9.6 OPERATION AND MAINTENANCE PROJECTS WITH CLIENT REFERENCES

Item:	Wastewater Treatment Facilities and Pumping station
Client	(ASPCL) Ajman Sewerage Private Company Ltd.
Region	Emirate of Ajman
Country	United Arab Emirates
Population Served	400,000
Scope of Services	Operation and maintenance of the waste water treatment plant and Pumping station
Average Daily Wastewater Flow	100,000 m3/day
Influent characteristics	65,000 kg COD/day, 25,000 kg BOD/day
Process Technology	- Ajman WWTP⊗UASB)Up-flow anaerobic sludge blanket reactors - Ajman WWTP-extension: ASP (Activated sludge Process)
Odor control	Bio-Scrubbers - Foul air extraction from all segments of WWTP and Pumping station
Effluent Standard Achieved	BOD <1 ppm, COD < 30ppm, Free Cl2 > 1ppm
Sludge Treatment & Disposal	Belt-Press and Centrifuge 23-25% Dryness after dewatering, Disposal to Landfill
Design (Gravity/Pressure/Vacuum)	Gravity and Pressure
No of pump/lift stations	22
Sewer Network Coverage	434 km
Innovative technologies/methods	- TOC analysers for monitoring influent parameters. - Pole camera inspection to optimize sewer cleanings - Wet-well Wizard: to minimize the accumulation of floating materials in the wet-wells
Date of Commencement	6 th March 2006
Period of Contract	27 years



Client reference

Mr. Elias Sfeir, General Manager

Ajman Sewerage Private Company Limited (ASPCL)
PO Box 4212, 7th Floor – Al Zahra Building, Ajman

Fax: +971 6 742 9951

Tel: +971 6 742 9910

Email: info@ajmansewerage.ae

Item:	Wastewater Treatment Facilities and Pumping Station
Client	(RAKWA) Ras Al Khaimah Water Authority
Region	Emirate of Ras Al Khaimah
Country	United Arab Emirates
Population Served	180,000
Scope of Services	Operation and maintenance of the waste water treatment plant
Design Daily Wastewater Flow	40,000 m3/day
Influent characteristics	29,000 kg COD/day, 11,520 kg BOD/day
Process Technology	(UASB)Up-flow anaerobic sludge blanket reactors
Odor control	Bio-Scrubbers - Foul air extraction from all segments of WWTP and Pumping station
Effluent Standard Achieved	BOD <10 ppm, COD < 30ppm, Free Cl2 > 1ppm
Sludge Treatment & Disposal	18% Dryness after dewatering, Disposal to Landfill
Design (Gravity/Pressure/Vacuum)	Gravity & Pressure
No of pump/lift stations	3 PS and 6 LS
Sewer Network Coverage	145 KM
Innovative technologies/methods	- Pole camera inspection to optimize sewer cleanings
Date of Commencement	2012
Period of Contract	6 years (renewed yearly)



Client reference

Mr. Ahmed Al Jammadi, Chairman RAK Sewerage Company
 PO Box 1661, Ras Al Khaimah, UAE
 Government of Ras Al Khaimah Wastewater Authority (RAKWA)

Tel: +971 7 228 5688
 Fax: +971 7 227 0035

Item:	Wastewater Treatment Facilities and Pumping Station
Client(s)	RAKIA, AL MARJAN, AL HAMRA
Region	Emirate of <u>Ras Al Khaimah</u>
Country	United Arab Emirates
Population Served	40,000
Scope of Services	Operation and maintenance 6 STPs, 5 Vacuum Stations and 1 Pumping station
Design Daily Wastewater Flow	10,430 m3/day (including all STPs)
Influent characteristics	6,500 kg COD/day, 2,600 kg BOD/day
Process Technology	(ASP) Activated Sludge Process, SBR
Odor control	Treatment for foul air via Carbon media
Effluent Standard Achieved	BOD <10 ppm, COD < 40ppm, Free Cl2 > 1ppm
Sludge Treatment & Disposal	10% dryness for disposal to Landfill
Design (Gravity/Pressure/Vacuum)	Gravity/Pressure/Vacuum
No of pump/lift stations	5 VS, 1 PS
Sewer Network Coverage	43 km
Date of Commencement	2014
Period of Contract	3 years (renewed yearly)



Client reference

Mr. Ahmed Al Jammadi, Chairman RAK Sewerage Company

PO Box 1661, Ras Al Khaimah, UAE

Government of Ras Al Khaimah Wastewater Authority (RAKWA)

Tel: +971 7 228 5688

Fax: +971 7 227 0035

Item:	Wastewater Treatment Facilities And Pumping Station
Client	Dubai Sports City
Region	Emirate of Dubai
Country	United Arab Emirates
Population Served	125,000
Scope of Services	Operation and maintenance of the waste water treatment plant and Pumping station
Design Daily Wastewater Flow	25,000 m3/day
Influent characteristics	15,900 kg COD/day, 6,375 kg BOD/day
Process Technology	MBR treatment
Odor control	Foul air extraction from all segments of WWTP
Effluent Standard Achieved	BOD <5 ppm, COD < 40ppm, Free Cl2 > 1ppm
Sludge Treatment & Disposal	16% Dryness after dewatering, Disposal to Landfill
Design (Gravity/Pressure/Vacuum)	Gravity/Pressure
No of pump/lift stations	1 PS
Sewer Network Coverage	NA
Date of Commencement	2012
Period of Contract	10 Years



Client reference

Mr. Kevin J Brennan

General Manager - Facilities
Dubai Sports City
P.O. Box 111123
Dubai, United Arab Emirates
T: +9714 4251111
D: +9714 4251135
M: +9715088189602

F: +9714 4251100

Email: KevinB@dxbsport.com

Item:	Wastewater Treatment Facilities
Client	Dubai Palm Jumeirah
Region	Emirate of Dubai
Country	United Arab Emirates
Population Served	125,000
Scope of Services	Operation and maintenance of the waste water treatment plant
Design Daily Wastewater Flow	25,000 m3/day
Influent characteristics	15,900 kg COD/day, 6,375 kg BOD/day
Process Technology	(EA) Extended Aeration + RO
Odor control	Foul air extraction from all segments of WWTP
Effluent Standard Achieved	BOD <5 ppm, COD < 40ppm, Free Cl2 > 1ppm
Sludge Treatment & Disposal	16% Dryness after dewatering, Disposal to Landfill
Date of Commencement	2014
Period of Contract	3 years (renewed 3-yearly)



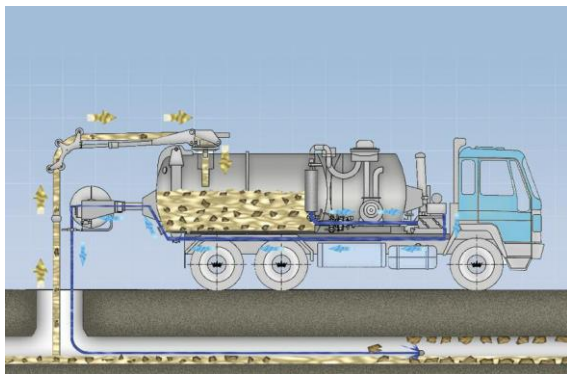
Client reference

Mr. Nadeem Ahmed Khawaja
Principal Operations Manager
Dubai Municipality
PO Box 67, Dubai
T: +971 4 3331411 (ext 308)
F: +971 4 3330434
Email: nadeemaa@dm.gov.ae

10 EQUIPMENT AND TOOLS FOR ROUTINE MAINTENANCE AND CONTINGENCIES

10.1 CLEANING USING ECO-FRIENDLY COMBINATION TANKER

The Eco-Combi tanker uses a unique environment friendly technology to do the Tanks and Sewer cleaning. The High pressure jet of sewage is used for preventive maintenance of Tanks as well as gravity sewer lines. It has a filtration system inside, which helps to filter sewage that has been extracted into its tank via a suction hose and then this is jetted out at high pressure by a pump back into the sewer line itself. Thus it is a combination of cleaning and recycling of water.



Preventive maintenance using combination tanker



10.2 CLEANING USING VACUUM LOADER

Moalajah is also one of the few companies in UAE equipped with a high-efficiency vacuum cleaning unit, which offers suction, and blowing for handling of both dry and wet materials. The material is sucked into the tank; this is then transported to the discharge location and discharged either by tipping or blowing out.

The equipment can be used for a wide variety of applications, also at sites which are difficult to reach: depth sump pit, sump pit not easily accessible by road. Low sound levels also enable its use in urban areas. The equipment can also handle almost all materials that fit into the pipe of the unit (200 mm) which means that it can not only be used to take in water & sludge but also dry solids, sand, stones, media of filters.



Vacuum Loader for cleaning large sumps

10.3 CLEANING OF BLOWER FILTERS USING THE FILTER CLEANING MACHINE

The Air Blower filter cleaning machine is an very efficient tool in achieving blower filter cleaning. It is an efficient way of managing manpower as the time required to perform this task is greatly reduced. The filter cleaning frequency is also reduced as the cleaning effectiveness achieved is very high.



10.4 ROTOR BALANCING

The Rotor balancing machine is used to balance the rotor upto 75 KW. Moalajah has the unique possession of this machine which is an cost saving as well as an efficient machine to maintain its pumps in house. As the complete maintenance of this pumps are done in house it gives great cost savings to the company, also as it is managed in house it leads to time saving as it can be prioritised as per criticality of the machine.



10.5 BENCH PRESS MACHINE

Moalajah also has the Pressing machine, this machine helps in separating the Rotor from the Stator. The press machine can be used for upto 40 KW motor. In cases when the rotor is stuck inside the stator this machine is very effective in separating the both parts. This machine again gives cost saving and flexibility maintenance to company.



10.6 OVER PUMPING PUMPS

Moalajah has over pumping pumps to take care of situation where over pumping is required. There are 2 different capacity of pumps that are available, one is 305 l/s @ 35m head and the other with capacity 700l/s @ 60 m head. With this capability Moalajah has in house capability to manage any emergency situation arising out of unplanned overflows. Also in projects where the flow has to be diverted these pumps prove to be extremely efficient and effective.



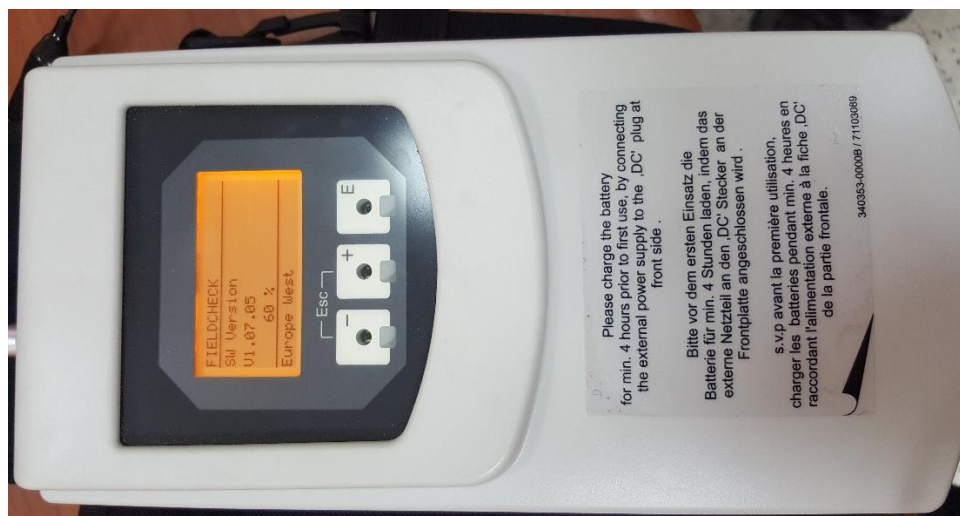
10.7 ACB TESTER

The ACB Calibration kit can be used to test the tripping circuit of Air circuit breakers. This test when carried out on an annual basis gives better understanding of the reliability of the Air Circuit Breaker.



10.8 FLOW METER CALIBRATION KIT

The Endress and Hauser calibration kit is used to calibrate the endress and hauser flow meters. It allows for reliable reading of the flow meter. The calibration kit allows for great cost saving for the company as the calibration is carried out in house.



11 QUALITY ASSURANCE/MANAGEMENT SYSTEMS

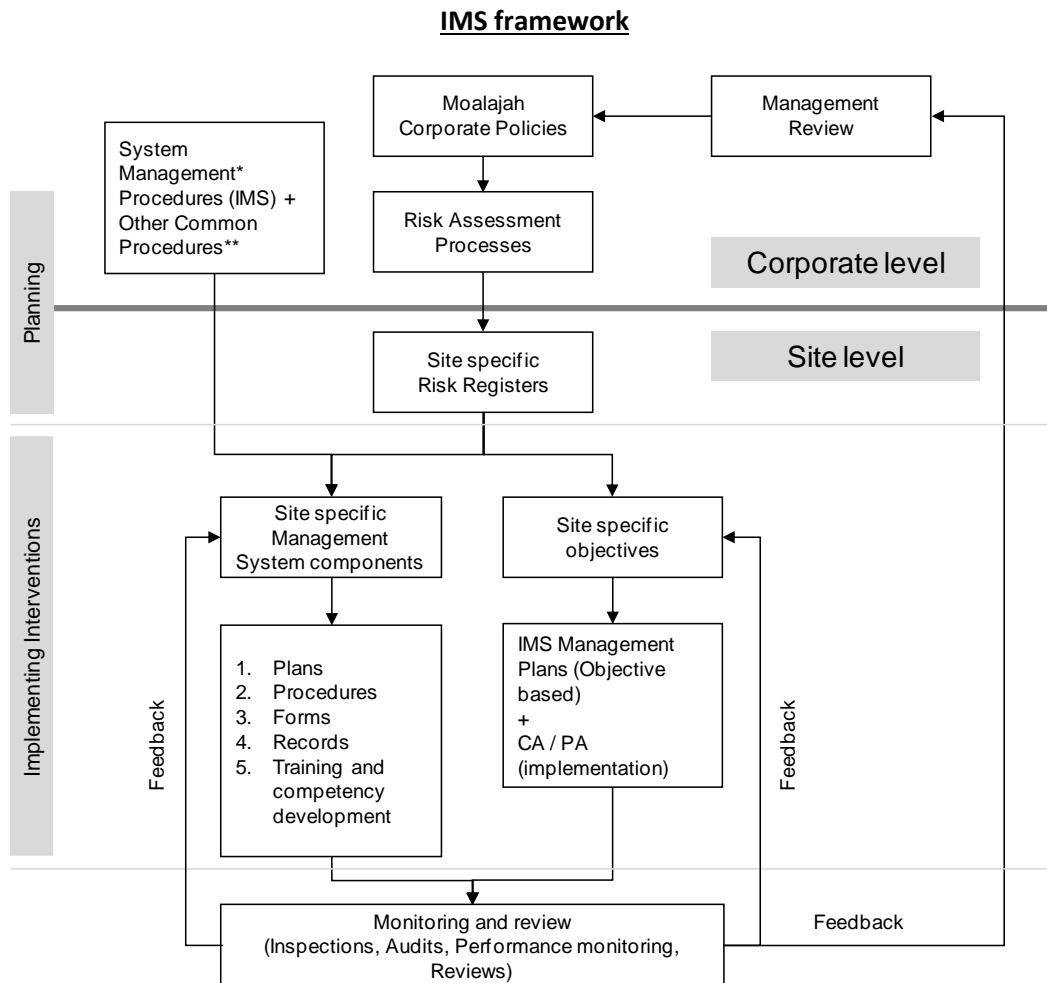
11.1 QUALITY MANAGEMENT MANUAL

Moalajah has developed and maintains an integrated management system (IMS) which covers aspects of Safety, Environment, Customer Services, Human Resources, Finance, IT, Procurement and Asset Management. Moalajah's IMS is developed based on the requirements of prominent international standards and have been successfully certified to ISO 55001:2014 (for Asset Management), OHSAS 18001:2007 (OHS) and TISSE 2012 (Customer services) and also internally by Veolia for the Laboratory Quality Management.



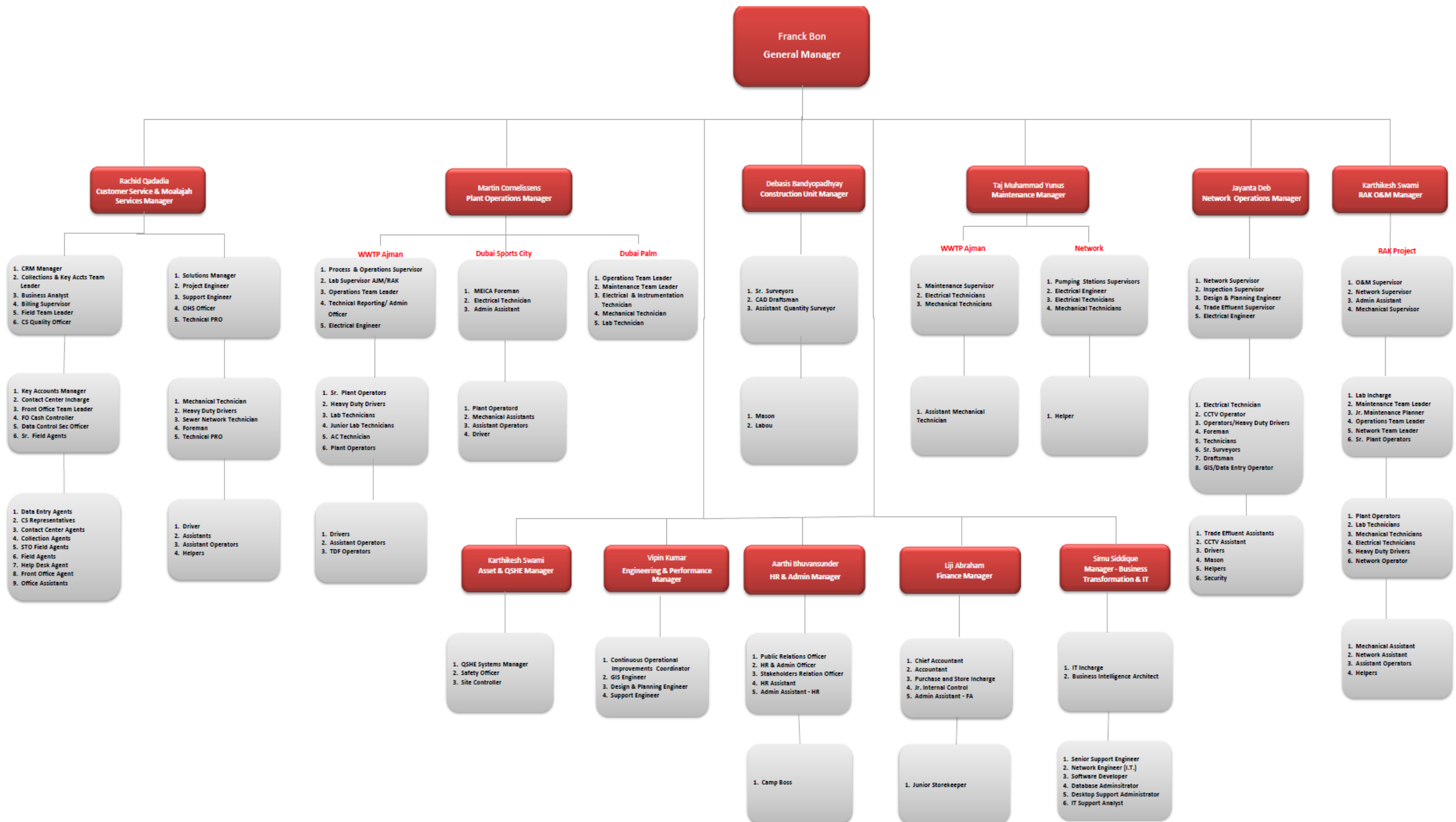
Some of the salient features of our IMS are as follows:

1. It offers top to bottom alignment of all of Moalajah's activities on all aspects of the business as listed above
2. The approach is always an integrated one which considers risks related to all aspects of our work.
3. It is optimized and standardised, common procedures do not have to be duplicated and all procedures follow the same template / format
4. Moalajah operates multiple sites and therefore the IMS has been configured in a way that it can serve multiple sites while allowing for site specificities and yet, at the same time standardizing common elements.
5. For the administration and management the IMS, moalajah has deployed a document (and records) management system called the OnBase. The system is capable of versioning and access control (Moalajah log in id required) thus satisfying the needs of the document control process adequately.



Needless to mention, Moalajah as a sister company, to many of the Veolia / Besix contracts in the region, can readily and easily access their best practices in every field. Moalajah will make every effort to deploy the relevant ones on this contract as well.

11.2 MOALAJAH'S ORGANIZATION CHART



Note: Asset and QHSE Manager is responsible for quality and environmental related aspects

11.3 OUTLINE QUALITY PLAN

Moalajah is a joint venture, acting in the Middle East area in operation of services in water and sanitation activities. Moalajah dedicates its expertise to provide the best water and wastewater services, operating and maintaining assets to achieve the highest level of performance and managing customer service for satisfaction and improvement of the customer relationship.

Moalajah business development scope spreads on both municipal and industrial part with the aim to become the benchmark in its field. To reach these objectives, Moalajah rely on different means such as research and synergies between Veolia Environment subsidiaries.

Moalajah has defined annual objectives relating to the 3 following priorities:

1. Quality of services delivered to the client and quality of the treated water
2. Health and Safety of employees in daily activities
3. Preservation of Environment in project and operation activities

Concerning Quality, Moalajah is committed to become the benchmark by:

- Proposing the best bids, meeting clients' requirements and Moalajah's business development objectives
- Complying all clients' requirements about water and wastewater quality
- Monitoring the clients' satisfaction

Protecting the Environment is part of the core business. It's the reason why Moalajah is committed to:

- Integrate an environmental risk analysis in all bids
- Follow the Moalajah's IMS (Integrated Management System) calendar of deployment. Indeed, the IMS is one of the key elements in improving Moalajah's environmental performance by requiring methods to assess impacts, to implement action plans and performance monitoring.
- Promote saving of resources (water and energy) in an area which is facing water scarcity and strongly carbonaceous energy.

11.4 COMMUNICATION TO THE CLIENT

As per contractual requirement the necessary communications will be made to the Client in the forms of daily emails (for daily planning), weekly reports will also be through emails (detailed than the daily ones with key highlights of the week), monthly, quarterly and annual reports and other ADHOC reports as and when required.

Business continuity + Emergency responses and Contingency planning

To cover for off duty hours, an on-call system will be put in place whereby on a rotation basis the below listed personnel remain available to manage any incidents:

- On-call manager

- Network On-call operator
- WWTP On-call operator
- MEICA On-call technician
- On-call transport

Key high consequence situations have been identified and the related response procedures will be put in place. In addition to the response procedures the following also will be put in place:

- Roles have been defined (where possible) for designated individuals to help manage such incidents in a systematic manner.
- Emergency equipment

11.5 SUSTAINABILITY

The approach and methodology adopted by Moalajah has the following characteristics and implementation elements that emphasise on the sustainability. This objective is achieved by;

- Having competent and trained staff to perform the operation and maintenance tasks and delivering required training as necessary
- Monitor and reduce power consumption in the operations of the WWTP thereby reducing carbon footprints
- Management processes will be put in place to allocate staff responsibilities and accountabilities at the appropriate level within the organisation, balancing autonomy and initiative of local management with the requirements for strategic coherence and quality control
- Emphasis will be put on asset management expertise to guide, drive and assist operations. This approach can be illustrated making use of the existing information/return of experience from incumbent contractor
- Expertise in the region will be mobilised in case of any critical operational issues
- Expert teams elsewhere within the organisation who can be mobilised upon requirement

12 STAFF WELFARE

Moalajah will ensure that adequate resources are made available to conduct the Operations and Maintenance Services. We are convinced that the resources and the entities that will provide such resources described herein will deliver international best practice O&M services. Our priority is to provide experienced and qualified professionals to ensure that we deliver best possible service at all times and at the same time ensuring quality of working and living conditions of our resources.

Human Resources are driven by:

- Applying appropriate levels of expertise required per type of activity; ranging from semi-skilled to senior level operatives:
- The desire to involve staff and companies that are familiar with the area of operations:
 - Moalajah proposes to leverage its expertise and knowledge of the sewerage services business by placing management and technical staff for their logistical capabilities and knowledge of the area of operations.
- All the required insurances as mentioned in the contract will be provided
- Respect of legal Ramadan and summer working hours;
- Allowance for shift patterns and coverage due to vacation, illness and training;
- Appropriate replacement of the staff in case required.
- Introduction of standard procedures and multi-tasking to optimise resources:
 - Standardised procedures and the setting up of the IMS system as proposed in the Methodology will be instrumental in ensuring quality of work and multitasking and implies the necessary training to ensure that coverage is possible between operations staff during absences to guarantee continuity of service.
- Application of technology to optimise resources, such as a strong drive to maintain instrumentation and SCADA;
- Providing high quality training for the staff that will be required to undertake and to maintain the application of industry best practise:
 - Any personnel and sub-contractors' workforce coming from other industries will be subjected to a formal training needs gap analysis and provided with training.
- Co-ordination at the WWTP operations room with a dual role of supervising operations and reporting to Client on the KPI's and critical issues

12.1 TRAINING PLAN

The topics of the trainings that are provided to the staff is illustrated below. Detailed plan will be formulated after performing proper risk assessment.

Sr no	Topic
1	Banks Man training
2	CS Entry
3	PTW
4	Chlorine Handling training (internal)
5	Assessments using check sheet
6	New plant HIRA and activity
7	General first aid and OHS awareness
8	OHS MS - Internal Audit
9	Signage (new permanent boards)
10	Driving Simulator session

Item	Frequency
Tool box Talk	Bi monthly
Practice Program	Monthly
OHS training (refresher)	as per requirement
Mock drill	Various scenarios qtrly
OHS audits	based on schedule
Safety meeting	monthly
site inspections	routine - daily to cover various sites

13 OCCUPATIONAL HEALTH AND SAFETY POLICY

Moalajah fully supports its client's commitments towards health and safety and will implement them in all areas under its operational control. To that end, Moalajah, has based the following statements as the keystone of its OHS Management System:

In particular, the company has a responsibility to:

- Provide safety and welfare arrangements for all employees, visitors and clients as necessary
- Comply with and meet all relevant OH&S legislations and regulations
- Set and review OH&S objectives and put in place programs to achieve them
- Create practices designed to prevent ill health and injury by risk reduction and continuous improvements
- Provide safe tools, equipment and workplaces
- Train our employees, based on the required competency levels, to work safely and educate them to understand that everyone is responsible for health and safety
- Strive for continual improvement, in OH&S performance, throughout the company
- Promote adherence to this OH&S policy by its subcontractors.

Employees have a duty to:

- Work safely and efficiently by following this OH&S policy and other safe working procedures
- Use with care and maintain all safety equipment provided in good condition and up-to-date calibration and testing as necessary
- Report Health and Safety related occurrences, observations including accidents, incidents, near misses, unsafe acts, unsafe conditions, injuries, illnesses and defects in workplace equipment
- Be aware of hazards and the risks associated with them, emergency evacuation plans at the work sites, respond immediately to emergency alarms and treat all alarms as real alarms
- To respect national and company level driving and road safety rules and regulations at all times

As a responsible employer, Moalajah wishes to eliminate the ill-effects and dangers of alcohol and drug abuse from its job sites. With regard to this, the company prohibits:

- The possession or consumption of alcohol or illicit drugs, or the misuse of prescription or "over the counter" drugs on its premises, work sites, while driving or, inside the company vehicles
- Smoking inside any of Moalajah's premises, work sites and company vehicles other than the designated smoking places

The General Manager is responsible for the promotion and maintenance of this 'OH&S Policy'. He may delegate his duties under the policy to competent people within the company to ensure that the necessary arrangements for health and safety are put in place.

Franck Bon
General Manager

Dated: 2nd November 2016

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This policy is due for review in a period of one year from the time it is issued