



OFFICE OF THE CHAIRMAN OF THE BOARD OF TRUSTEES

EXECUTIVE DIRECTIVE: Health, Safety, Social, and Environmental Management (HSSE) Policy

Directive Number: TF-DIR-2026-009

Date of Issuance: May 18, 2026

Effective Date: June 1, 2026

1. PURPOSE & RATIONALE

In alignment with the Turathuna Foundation's commitment to institutional excellence, rigorous governance, and compliance with the standards required by our international partners and donors, the Board of Trustees has formally approved the **Health, Safety, Social, and Environmental Management (HSSE) Policy**.

The implementation of this policy is essential to ensure that our operations remain transparent, ethically sound, and fully aligned with global best practices in cultural heritage preservation and humanitarian action.

2. MANDATORY COMPLIANCE

Pursuant to the authority vested in the Chairman of the Board of Trustees, and in accordance with the Foundation's bylaws, all personnel—including Board members, management, staff, volunteers, consultants, and implementing partners—are hereby directed to adhere strictly to the guidelines and procedures set forth in the attached policy.

3. IMPLEMENTATION & ENFORCEMENT

- **Effective Date:** This policy shall come into full force and effect starting **June 1, 2026**.
- **Responsibilities:** Department heads and Project Managers are responsible for the immediate dissemination of this policy to their respective teams and for conducting necessary training to ensure full understanding and operational alignment.

- **Compliance:** Failure to adhere to the provisions of this policy may result in disciplinary action, as outlined in the *Code of Ethics and Professional Conduct*.

4. REVIEW & UPDATES

This policy shall be subject to periodic review by the Board of Trustees to ensure its ongoing effectiveness in the face of evolving operational challenges. Any proposed amendments must be submitted to the Board for formal approval.

5. ATTACHMENTS

Attached to this directive is the full version of the **Health, Safety, Social, and Environmental Management (HSSE) Policy**, which serves as the official operational guide for the Foundation.

BY ORDER OF THE BOARD OF TRUSTEES:



Lama Abboud

Chairman of the Board of Trustees
Turathuna Foundation



Cc:

- Executive Director
- Finance Department
- HR Department
- Project Managers
- Central Policy Repository



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1. OVERVIEW AND COMMITMENT

The Turathuna Foundation is fundamentally committed to the principle that no project, deadline, or objective is more important than the health, safety, and social well-being of our people and the communities we serve. Furthermore, as stewards of both cultural and natural heritage, we recognize our profound responsibility to protect the environment in all our operations.

This HSSE Policy establishes the framework for managing operational risks and social impacts across all Foundation activities—from administrative work at the HQ to active physical restorations, public events, and field operations.

2. SCOPE OF APPLICATION

This policy is mandatory and applies universally to:

- All Turathuna Foundation employees, Board of Trustee members, and management.
- Volunteers.
- Consulting engineers, contractors, and artisans working on Turathuna sites.
- Participants, visitors, and the general public interacting with Turathuna events, exhibitions, and field tours.

3. OCCUPATIONAL HEALTH

The Foundation is dedicated to promoting the physical and mental well-being of its team.

- **Physical Health:** We ensure access to clean drinking water, adequate sanitation facilities, and shaded rest areas across all active field and restoration sites.

- **Psychosocial Support:** Recognizing the trauma associated with post-conflict recovery, the Foundation integrates psychosocial support principles into its team management, ensuring staff and volunteers have safe spaces to discuss stress and access mental health resources.
- **Fitness for Work:** Personnel must not operate machinery, conduct physical restoration, or guide tours while under the influence of any substance that impairs judgment or physical ability, or if suffering from severe fatigue.

4. SITE SAFETY, SECURITY, AND CRISIS MANAGEMENT

Heritage conservation inherently involves working with compromised structures and traditional materials. Strict safety and security protocols are non-negotiable.

- **Risk Assessments (JSA):** A comprehensive Job Safety Analysis must be conducted before commencing any new restoration project, event, or public trail.
- **Personal Protective Equipment (PPE):** Appropriate PPE (hard hats, high-visibility vests, steel-toed boots, safety goggles, and respiratory masks for dust/lime work) is mandatory on all active restoration sites.
- **Structural Integrity & Hazard Zones:** Unstable ruins or areas under active repair must be clearly demarcated with physical barriers and warning signage. Entry to these "Red Zones" is strictly limited to authorized engineering personnel.
- **Site Security & Public Events:** Access to active sites must be controlled to prevent unauthorized entry, protecting the public from construction hazards and the heritage site from vandalism. For public field tours, routes must be scouted in advance to ensure they are clear, well-lit, and safe for pedestrian traffic.
- **Crisis Preparedness & Civil Defense:** Field teams are trained in basic civil defense, emergency first aid, and crisis response to act decisively in the event of accidents. Evacuation routes must be mapped, and clear incident communication chains established with local authorities.

5. SOCIAL MANAGEMENT

Turathuna believes that heritage projects must uplift, not disrupt, the local community. We actively manage the social impacts of our operations.

- **Community Health and Safety:** We ensure that our restoration sites and public events do not negatively impact the daily lives, mobility, or safety of the surrounding neighborhoods. This includes managing noise, dust, and traffic disruptions during structural work.
- **Labor and Working Conditions:** We are committed to fair labor practices. All contractors, artisans, and workers employed on Turathuna sites must be provided with fair wages, reasonable working hours, and respectful treatment, strictly prohibiting any form of forced or child labor.
- **Grievance Redress Mechanism (GRM):** The Foundation maintains accessible, transparent channels for community members, workers, and volunteers to raise concerns or report negative impacts related to our projects without fear of retaliation. All grievances will be documented, investigated, and addressed promptly.

- **Social Inclusion:** We design our projects to actively dismantle barriers to economic and social participation, ensuring equitable opportunities for women, youth, and vulnerable populations in the heritage sector.

6. ENVIRONMENTAL MANAGEMENT

In direct alignment with the United Nations Sustainable Development Goals (SDGs), we manage and minimize our ecological footprint.

- **Waste Management & Circular Economy:** We enforce a strict policy on construction debris. Historical rubble must be carefully sorted for reuse. Non-historic waste must be disposed of through authorized municipal channels, strictly prohibiting illegal dumping or burning of waste.
- **Hazardous Materials:** Historic buildings may contain hazardous materials (e.g., lead paint, asbestos). If encountered, work must halt immediately until specialized assessment and safe removal protocols are implemented.
- **Resource Conservation:** Field operations must prioritize the conservation of water and electricity. We actively promote the use of renewable energy and sustainable infrastructure.

7. ROLES AND RESPONSIBILITIES

- **Board of Trustees:** Holds ultimate accountability for the implementation and funding of HSSE Management protocols.
- **Field Operations & Site Safety Coordinator:** Responsible for the day-to-day enforcement of this policy, conducting site briefings, hazard identification, and maintaining safety equipment.
- **Project Managers & Consulting Engineers:** Must integrate HSSE requirements into all project designs, community engagement plans, budgets, and contractor agreements.
- **All Personnel & Volunteers:** Responsible for complying with safety rules, using provided PPE correctly, and immediately reporting unsafe conditions or social grievances. "Stop Work Authority" is granted to every team member if they observe an immediate threat to life, safety, or community well-being.

8. INCIDENT REPORTING AND INVESTIGATION

- **Zero Blame Culture:** We foster an environment where reporting accidents, injuries, social grievances, or "near-misses" is encouraged without fear of reprisal.
- **Mandatory Reporting:** All HSSE incidents must be logged in the Foundation's Incident Register within 24 hours.
- **Investigation:** Serious incidents will trigger an internal investigation to identify root causes and implement corrective actions to prevent recurrence.

9. TRAINING AND CAPACITY BUILDING

- **Induction:** No volunteer, contractor, or staff member may commence work on a physical site without completing a mandatory HSSE induction briefing covering safety, environmental, and social conduct.
- **Continuous Education:** The Foundation will provide regular, ongoing training in First Aid, civil defense, safe construction techniques, and community engagement principles.

10. POLICY REVIEW

The HSSE Management Policy is a dynamic framework. It will be reviewed annually by the Board of Trustees and the Field Operations team, or immediately following any significant incident or change in the local operating environment, ensuring we continually adapt to protect our people, our community, and our heritage.