

SOHAR EMERGENCY RESPONSE PLAN





1. Introduction

- 1.1. SOHAR Port and Freezone has a responsibility to ensure the provision of a prepared response to an emergency situation within SOHAR. This includes measures for the initial report of the onset of the crisis, ensuring first responders have been alerted, and are provided with support.
- 1.2. SOHAR has the responsibility for common areas and unoccupied plots within SOHAR. Tenants are responsible for their own sites.
- 1.3. SOHAR is committed to respond effectively and promptly to emergency situations with the cooperation of all those concerned.
- 1.4. Specialist resources for handling emergency situations are owned and controlled by an assortment of entities. These include the tenants, local emergency services, the ROP, armed forces and a number of other agencies and private companies in the region. ROP OGIS has officers permanently on duty at SOHAR to provide a first-line emergency response.
- 1.5. Central alarm numbers are as follows:
 - i SOHAR Port and Freezone 24-hour emergency number:2685 2777
This is the primary emergency number to be used.
SOHAR Port and Freezone GSM alternate emergency number: 9934 2699

Bilingual Arabic/English response provided for both numbers.
 - ii ROP OGIS: 9991
An English-speaking response from this line cannot be guaranteed.

2. Aim

- i The Oman National Emergency Number: 9999
Response on-site from this number may take more time, as calls have to be relayed to local command centers.
- 2.1. The Aim of the Emergency Response Plan is to provide the framework and procedures to achieve the appropriate immediate response to ongoing management of a crisis or threat of a crisis within SOHAR Port and Freezone. This enables us to minimize threat to life, damage to assets and enable everyone to return to normal operations as quickly as possible.

3. Concept of SOHAR Emergency Response Plan

3.1. Crisis prevention and response at SOHAR are based on the following principles:

- i Protection – the prevention of damage and loss.
- ii Containment – the physical confinement of damage and loss wherever practicable.
- iii Recovery – returning the site to pre-incident levels of activity at the least possible cost in resources, including time; and making good of whatever damage and loss.

3.2. Accordingly, the SOHAR Emergency Response Plan is based on the following concept:

- i Immediate Response:
 - a. This is the first alarm and activation of the first responders. The purpose of this is to initiate the fastest possible appropriate response to a crisis or developing crisis, to contain the problem and to prevent escalation. Responsibility for initiating this first response lies with those at the start point of the crisis.
- ii Tiers of emergency
 - a. The first report of the crisis or as soon as possible thereafter the crisis would be categorised as Tier 1, Tier 2 or Tier 3. This is to provide the swiftest and most appropriate management of the crisis without unnecessarily disrupting wider industrial activity. Tier definitions are in the plan below.
 - iii Mobilisation of the complete Emergency Response Organization appropriate to the established tier of emergency.
 - a. This is the wider emergency organization primarily to deal with emergencies of Tier 2 and Tier 3. This is required to provide correct information, required resources, and the command and control organization to allocate, task and coordinate the appropriate people to deal with the emergency. This is to be done in the most efficient manner in order to minimize harm to people, damage to assets and enable everyone to return to normal operations as quickly as possible.

4. Tiers of Emergency

4.1. For the purpose of efficient crisis management, three tiers of response have been prepared.

Procedures are designed to provide the immediate prepared response at any of these three tiers:

- i Tier 1: Incidents in this category are likely to have minor local consequences. They can be contained entirely within a tenant facility with tenant resources, and may require assistance from local emergency services. These are local problems posing minimal threat to safety and the environment and have remote potential for escalation.



No action is required by SOHAR beyond routine coordination related to matters such as site access. The incident is to be reported to SOHAR immediately, so that they have firsthand, reliable knowledge of the situation and will not be misled by any other discussions that have taken place. There is no impact or effect outside the tenant facility other than issues such as ambulance access. No action is required by parties at SOHAR other than the tenant involved. Systems can be made ready in anticipation of a possible escalation to Tier 2 at the discretion of SOHAR if that seems a possibility. SOHAR, in coordination with the ROP will monitor the incident to its conclusion.

- ii Tier 2: An incident in this category has the potential for moderate to significant damage to the facility; it will have caused or threatens to cause significant casualties and has the potential to escalate if not handled properly. The incident is likely to impact on operations, may pose a significant threat to safety and the environment and affects or is likely to affect neighboring tenants. It cannot be concluded by the tenant without additional resources and coordination.

The initial alert of the emergency services is the tenant's responsibility and priority. The incident is to be reported to ROP/SOHAR by the SOHAR 24-hour emergency number immediately. The SOHAR Duty Manager is also to be informed as soon as possible. The emergency management organization will be mobilized.

- iii Tier 3: A major incident that has catastrophic potential and has caused or threatens to cause major casualties and damage. Consequences might include multiple casualties/major fires/explosions/toxic release/environmental damage/ significant business interruption. The incident will require response from agencies beyond the resources available within SOHAR, and will have an affect or potentially have an affect beyond the SOHAR area.

Such an incident will require an immediate alert to local authorities and to the higher authority to which SOHAR is responsible. Centralized control of the passage of information and management at the appropriate level are essential when responding to this level of incident. Operations rooms need to switch to Crisis Management configuration, lines of communication established and telephones manned. The emergency services and other agencies outside SOHAR will become involved. Good, prompt and effective liaison, coordination and leadership are required.

- 4.2. An important feature of this system is that an incident can be elevated swiftly and efficiently from one tier to another should the severity of the crisis escalate.

5. Tier designation

- i In the first instance, it is a Tenant's responsibility to designate an incident as a Tier 1, or Tier 2.
- ii SOHAR or ROP OGIS may re-designate a Tier 1 as Tier 2 should commanders consider that it is required in order to guarantee the appropriate response.

- iii SOHAR and ROP OGIS both have the authority to raise an incident further to Tier 3. This is an important decision; inappropriate designation can be costly, could risk negative publicity and cause unnecessary alarm. Delays may generate the risk of the incident running out of control.

6. Responsibilities

6.1. ROP

- i OGIS. Has overall responsibility for control of Tier 2 and 3 Emergencies. In this responsibility, OGIS will:
 - a. Maintain a 24-hour emergency number. (English-speaking response cannot be guaranteed); and
 - b. Maintain a 24-hour control room on site.
- ii The ambulance service and Civil Defense are ROP assets. Civil Defense has its own control room on site and its assets are dedicated to SOHAR. The ambulance service at SOHAR is not dedicated exclusively to SOHAR. It has a local area operational responsibility and is controlled through the regional ROP Control Room.

6.2. SIPC.

SIPC has responsibility for

- i The coordination of Emergency Response Plans at SOHAR.
- ii The provision of a control room and a 24-hour emergency number that can handle calls in Arabic and English.
- iii The provision of a suitable Crisis Management Centre equipped to be activated in the event of a crisis.
- iv A prepared Crisis Management Team (CMT) that can be assembled at short notice. This team has the necessary authority and access to the command chain to make and execute major decisions.
- v The provision of SOHAR Duty Managers on rotation to respond to any incident and take immediate SOHAR responsibility for Emergency Response.
- vi Central monitoring and coordination of crises, including:
 - a. Activating the Crisis Management Centre (CMC)
 - b. Mobilizing the CMT
 - c. Coordination and management of the response to the crisis as necessary
 - d. Collection, collation and distribution of information related to the crisis and its progress.
- vii SOHAR has primary responsibility for Tier 1 crises in the common areas.
- viii SOHAR is responsible for ensuring that the necessary means of communication are in place in the context of the SOHAR area to provide and coordinate the response to any crisis.

6.3. Tenants.

Tenants have responsibility for:

- i The nomination of an On-Scene Commander (OSC). This individual, or his nominated deputy, must be available at all times.

This manager should be fluent in Arabic and English or have a suitable interpreter immediately available.

- ii Crisis Management Plans related to their own sites. These must include procedures to provide an OSC at any time that a crisis might break, and have suitable prepared communications systems. These plans are to be submitted to ROP and SOHAR for coordination purposes.
- iii The provision of emergency materials, stores and equipment appropriate to the site and the activities within it, in compliance with Health and Safety Regulations and the laws of Oman.
- iv Reliable communications with SOHAR and OGIS. This requires the availability of a manager with the appropriate authority that can be contacted by telephone on a 24-hour basis.
- v Maintaining an awareness and understanding of the SOHAR Emergency Response Plan, the requirements of the Plan and their responsibilities within it.

7. Initial Response Procedures

Note: Detailed instructions for the operation of the CMC, mobilization of the CMT and relative responsibilities are included in specific operational documents related to those areas.

Tier 1

SOHAR/ROP

1. PCC is alerted. Emergency services are alerted where required. Incident is logged. HSSE duty Coordinator is informed. ROP OGIS is informed but no action is required. Incident is monitored to its conclusion. Report is submitted.
2. The purpose of this procedure is for SIPC to have full knowledge of the ongoing crisis, so it can judge whether an escalation to Tier 2 is likely; can collect information; coordinate where necessary; and provide support when appropriate. SIPC has primary responsibility for Tier 1 crises in the common areas.
3. Report and logging formats are as per the CMC Procedures.

Tenants

1. Report the onset of the incident to the SOHAR Emergency Number, making clear that this is a Tier 1 incident at this stage.
2. Report when incident is concluded.
3. Submit Incident Report.
4. Report guidelines are at Annex A & B.

Tiers 2 & 3

SOHAR/ROP

1. The moment a crisis is escalated above Tier 1 then ROP OGIS assumes overall command of the situation and, assisted by SIPC, assumes the primary coordination responsibility within SOHAR. The responsibility for the initial alert of the emergency services remains with the tenant on whose site the initial crisis occurs.
2. For a Tier 3 crisis the overall handling of the incident moves up another level. In each case control of the incident at a local, tenant level will remain unchanged with ROP/SIPC adopting a reporting and coordinating function. ROP, with assistance of SOHAR, remains responsible for dealing with activity within the SOHAR area, and for coordinating with the authority dealing with the incident beyond SOHAR boundaries. Government agencies may assume a command responsibility at any level depending on the nature and extent of the crisis.
3. As soon as an incident is categorized as Tier 2, the SOHAR Crisis Management Plan will be invoked, the SOHAR CMC activated and the SOHAR CMT mobilized.

Tenants

1. Immediate action required:
 - i. Invoke the tenant Emergency Response Plan. Alert emergency services. Establish the casualty situation and report it. Prepare for evacuation.
 - ii. Report the incident to central SOHAR emergency number.
 - iii. Establish an incident control point. Ensure it is manned, equipped and has communications. Ensure there is one nominated On-Scene Commander (OSC) who is known to employees and to SIPC.
 - iv. Prepare to take further action which includes:
 - receiving the emergency services;
 - maintaining a reporting and communication structure;
 - providing guides or escorts to assist the coordinating and receiving resources and agencies needed to deal with the incident.
2. When the emergency services have been alerted and the immediate response to the incident is initiated, the Tenant OSC will confirm the incident report to the PCC as soon as he reasonably can. This should take the form of an immediate report on the incident that has occurred, including its essential details and that it has been designated as a Tier 2 incident. It will be logged at the SIPC control room. The SIPC Duty Manager will be alerted and the SIPC CMC activated. SIPC, to assist ROP, will then monitor the situation and remain ready to provide any assistance or prepare for an incident escalation should it become necessary.



When the incident has been concluded, a confirmatory report of the incident is to be sent to SIPC by email.

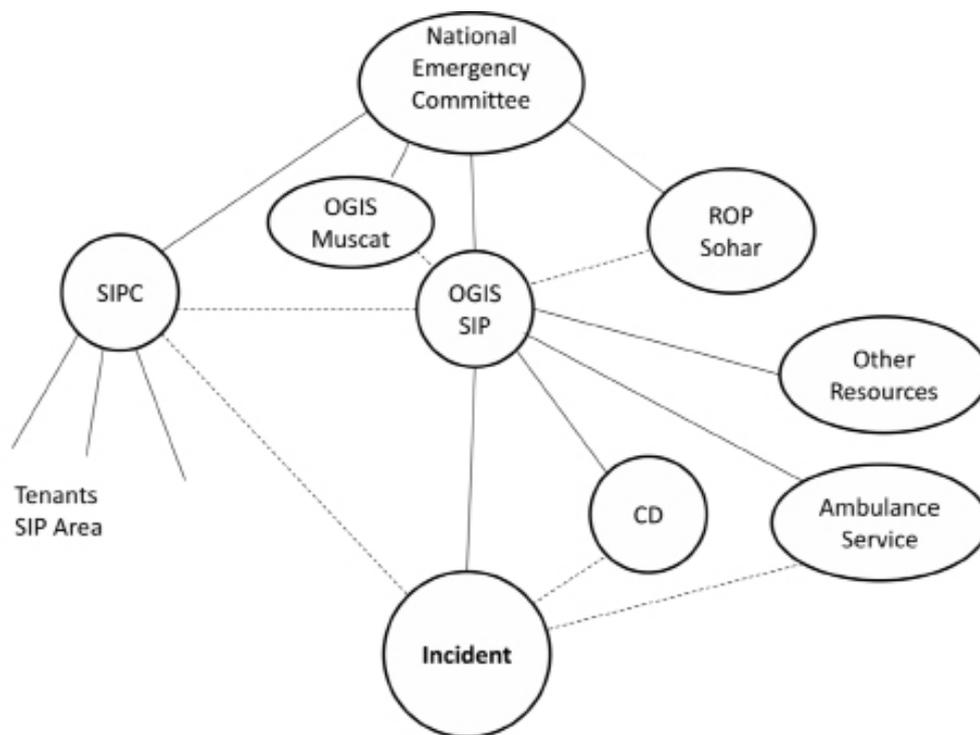
Annexes

- A. Emergency Command and Control Organization
- B. Emergency Command & Control Flow Chart

SOHAR Emergency Response Plan Command and Control

Annex A

Command and Control Organization Diagram



Notes

1. Solid lines indicate command. Dotted lines indicate liaison.
2. Clear, direct chain of command from National to Incident Level.
3. OGIS has the authority of command in an emergency situation.
4. The aim is to achieve a single, central command point for SOHAR. This should be a joint OGIS/SOHAR command point where possible.
5. This organization is flexible to be adapted to the scale of incident, to include FZ as required.



2. Levels of Command

a. ROP SOHAR

- i. Primary Control Room is sited at Main Gate.
- ii. At SOHAR overall command of the response to an emergency at any Tier rests with the Royal Oman Police.

b. SOHAR Port and Freezone

- i. SOHAR has responsibility for overall coordination and communication between SOHAR users.
- ii. The Primary Control Room for SOHAR is the Port Coordination Centre (PCC). This is manned on a 24-hour basis and operational functionality includes the response to the SOHAR emergency telephone line.

c. Tenants

- i. Tenants remain responsible for the operational control of any incident on their own sites, as long as they remain capable of doing so.
- ii. Tenants are responsible for maintaining their own Control Rooms and Incident Control Points.

3. Practical Implications

- a. At SOHAR many sites have specialized hazardous materials and present hazards that need special handling. It is essential that control remains with those best equipped, trained and experienced to deal with such crises. On-scene command of an incident on a tenant site therefore primarily rests with the tenant organization.
- b. The levels of control are as follows:
 - i. Overall Command: ROP OGIS has primary command authority of incidents and emergencies within the SOHAR area. In this function, OGIS has command responsibility to their National Authorities.
 - ii. Working under the operational command umbrella of OGIS is the following:
 1. SOHAR-Policy: strategic coordination and communication. This function is met by the SOHAR Crisis Management Committee on which all those at SOHAR directly affected by the incident are represented.
 2. SOHAR has responsibility for operational control and coordination of activity within the SOHAR site. This includes marine and landward activities. This function is conducted through the SOHAR Crisis Management Team (CMT).
 3. Tenants: have responsibility for the operational control of the handling of crises on their own sites. The On-Scene Commander will be a tenant appointee unless by exception, wherein



On-Scene Commander has to pass to the ROP. This will remain so as long as the tenant is able, suitable and prepared to undertake this responsibility, or until a site evacuation is effected

4. If the incident spreads and affects other sites or areas, then overall coordination of the situation at SOHAR is the responsibility of SOHAR Port and Freezone working with and under the overall command authority of OGIS.

4. SIPC Crisis Management Team

- a. Chairman: CEO/DCEO SOHAR Port and Freezone
- b. Executive Manager Corporate Affairs
- c. COO FZ SOHAR
- d. Marine: HM
- e. Technical: Infrastructure; routes. Executive Manager Technical Group
- f. Communication Representative: PR; Tenant communications; Info Cell
- g. Secretary
- h. DM; DC; Admin, drivers etc.
- i. Co-opted members as required

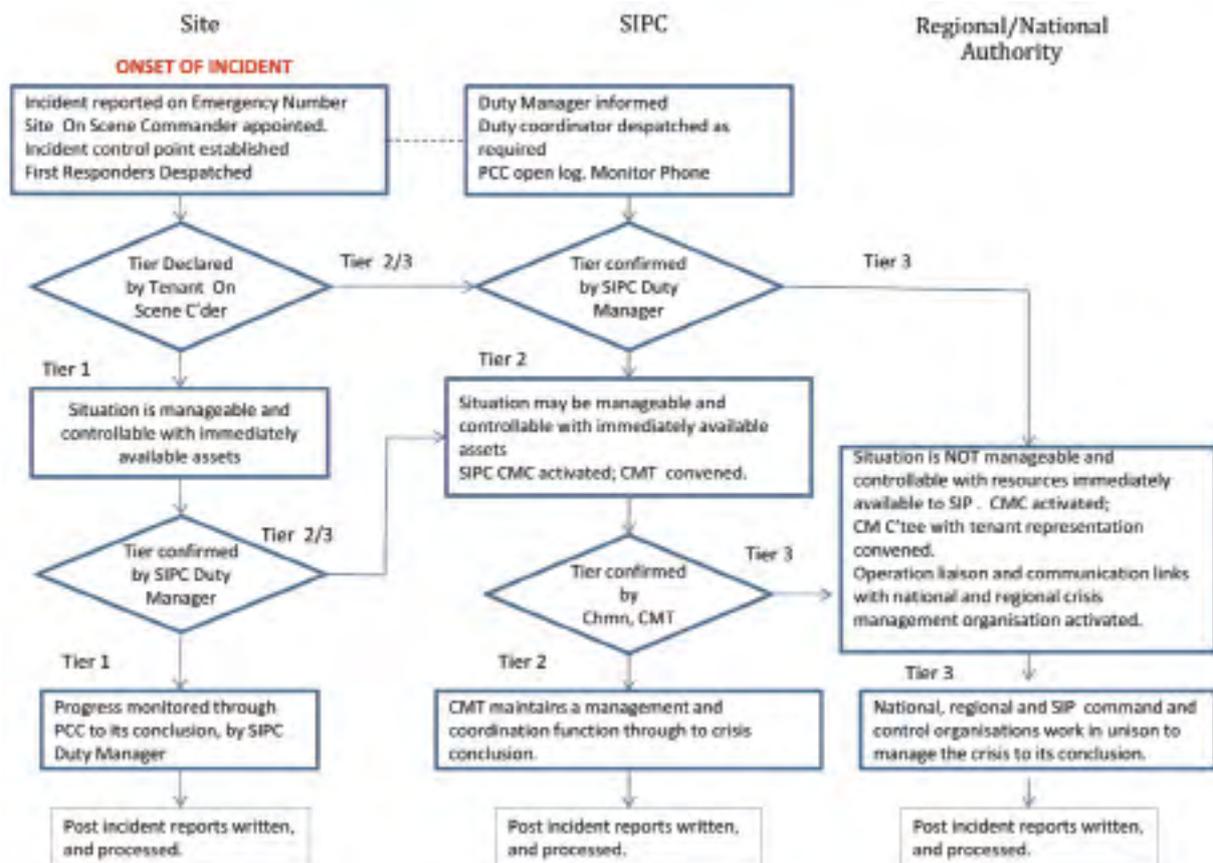
5. SOHAR Crisis Management Committee

- a. Chair: CEO/DCEO SOHAR Port and Freezone
- b. Coordinator: Customer Relations Manager
- c. Exec Manager Corporate Affairs
- d. ROP OGIS
- e. ROP CG; CD; Ambulance; Health (Co-opted as required)
- f. Tenant representatives (as required)
- g. Co-opted members might include:
 - i. ROP OGIS
 - ii. ROP Coastguard
 - iii. ROP Civil Defense
 - iv. ROP Customs
 - v. Tenant Representatives

Notes: The Executive Manager in-charge will deputes for the roles of CEO/DCEO in case of their absence together.

Emergency Command and Control Flow Chart

Annex B



Notes

1. This diagram illustrates the command and control structure as it is required at different Tiers of emergency. It does not try to prescribe a sequence of events. Its purpose is to provide the necessary organization to mobilize, apply, control and coordinate the assets required appropriate to the severity of the emergency in the most efficient and effective manner.
2. The diagram illustrates the authority vested in the SOHAR Duty Manager to elevate the emergency from Tier 1 categorized by the On-Scene Commander to a Tier 2.
3. At the onset of the incident the SOHAR Duty Manager has the authority to declare the emergency as a Tier 3.
4. The Chairman CMT confirms the category once he has assumed control of a Tier 2/3 incident.
5. The diagram illustrates the option to review the Tier category as required, should the emergency escalate.