



MGL-PRO-401 Rev 1

## Vestas Zenviron Consortium

# Emergency Response Procedure

### 1. Purpose

To provide direction for the development of site Emergency Response Plans, to assist site management, first responders, and/or emergency response teams to operate in emergency situations.

### 2. Scope

This Emergency Response Procedure is a Zenviron minimum standard complying with *MGL-PR-002 HSE Principles & Rules, Management Standard 9 Crisis & Emergency Management*.

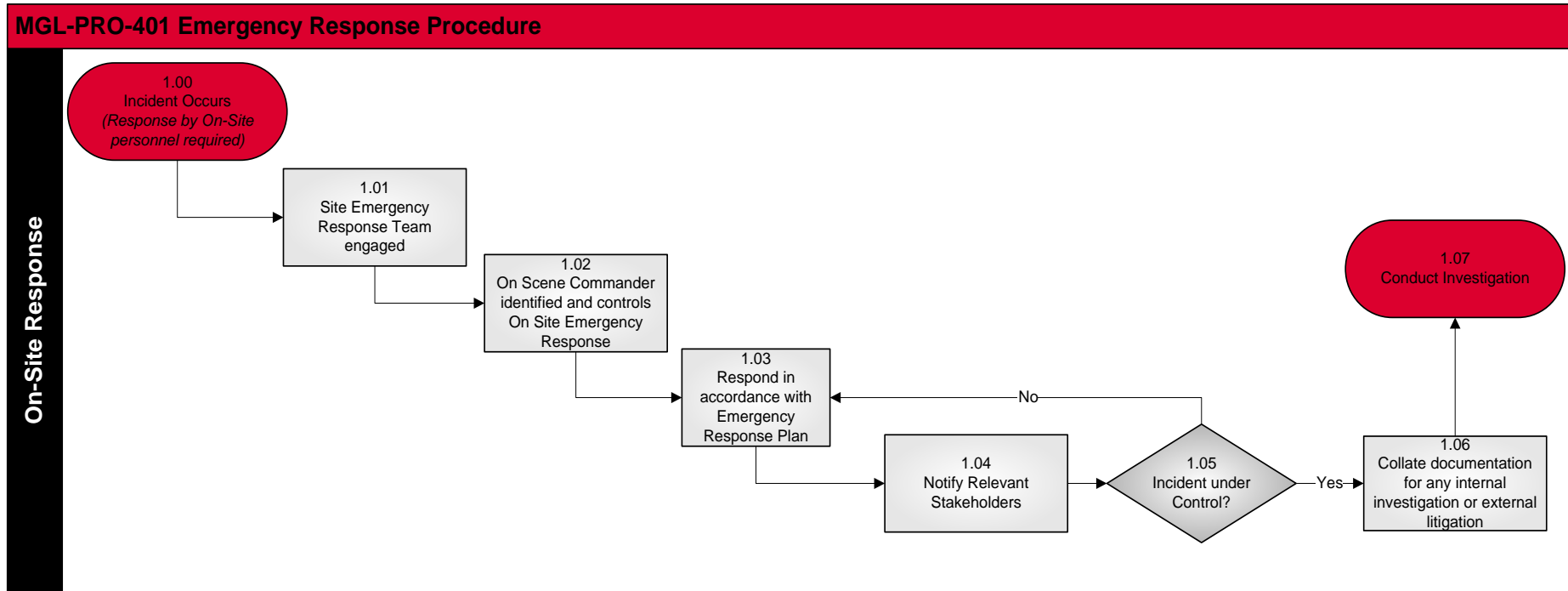
This Emergency Response Procedure applies to all emergencies and abnormal business events involving Zenviron sites and activities for which divisions have a legal, ethical or community responsibility. This plan will be updated to reflect the specific requirements of an awarded project site.

DOCUMENT OWNER		
Name	Title	Date
Jason Lamb	Group Manager HSE	6/8/2015

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3. Process Map – Emergency Response



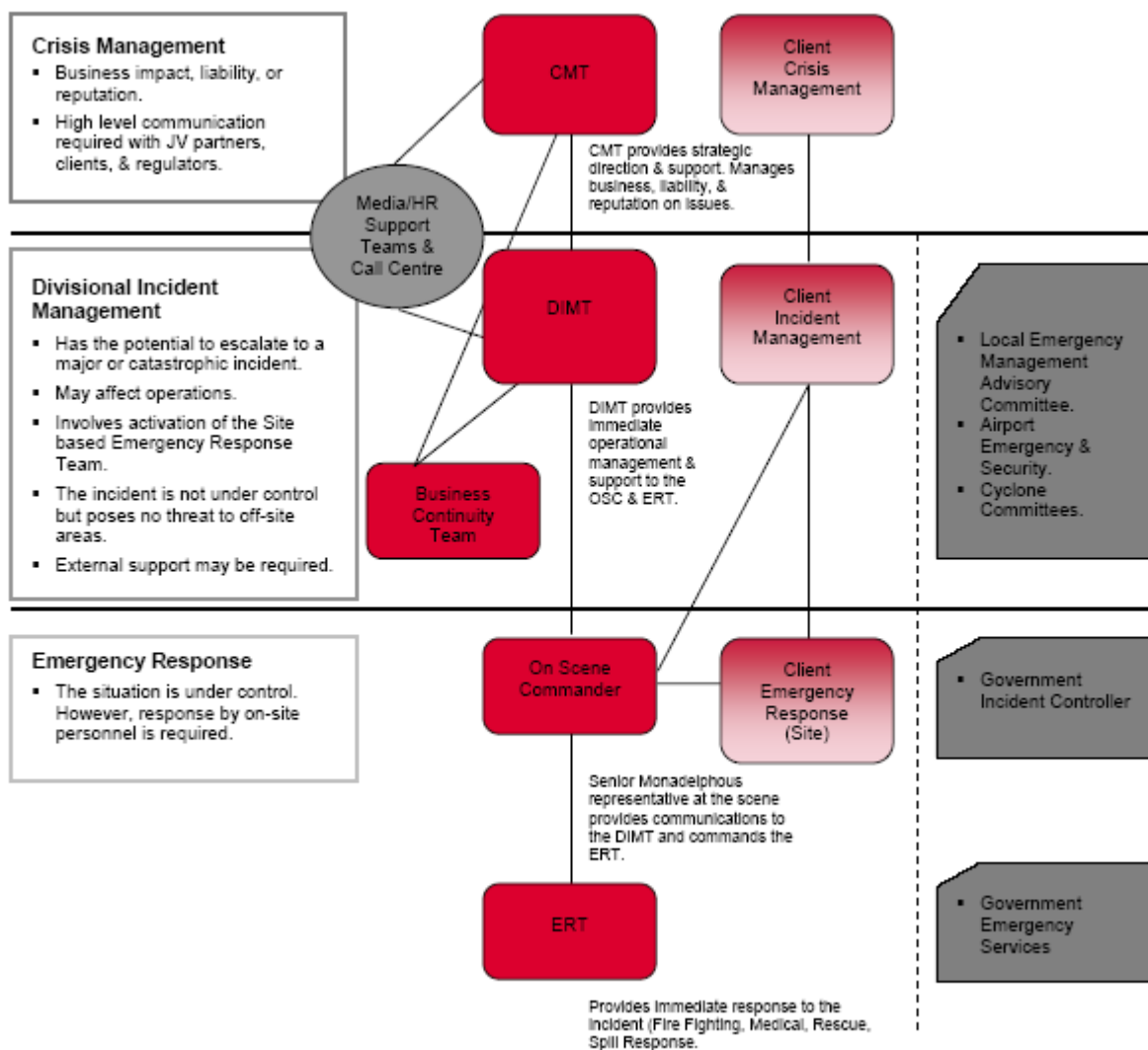
4. Procedure – Divisional Incident Management Team

1.00 Incident Occurs – (On Site Response)

Emergency Response Structure

Zenviron escalated notification and activation process relationship between the Crisis Management Team (CMT), Divisional Incident Management Team (DIMIT), and the Emergency Response Team (ERT) is depicted in *Figure 1- Zenviron Crisis, Emergency Management & Response Model*.

In most cases the initial activation of any part of the ERT who are later stood down, is more cost effective than losing the opportunity to appropriately manage the impact of a critical incident/business event which escalates to a crisis.



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Figure 1 – Zenviron Crisis, Emergency Management & Response Model

## 1.01 Site Emergency Response team engaged- (On Site Response)

### Emergency Response Teams and First Responders

- **Sites** - tactical response during an emergency may be available from both internal and external emergency services which include the site Emergency Response Team (ERT). The role of the ERT is to provide immediate emergency response to the incident (e.g. serious medical or single/multiple injuries and/or fatalities, fire, applying first aid, spill response and emergency rescue etc).
- **Office Locations** - fire wardens, first aiders, and other emergency response roles are appointed where required by building management authorities and trained in accordance with the appropriate emergency risk assessments.

### Emergency Response Team/First Responder Group Internal Contact Directory

Emergency Response Teams/First Responder 24-hour contact details are to be documented and communicated on each site as appropriate to facilitate the Zenviron activation and notification process (reference *Appendix E Emergency Response Resources List Internal Contact Directory*).

### Actions on Anyone Recognising an Emergency or Abnormal Business Event

- The first person to witness or discover an emergency or abnormal business event shall raise the alert through line management in accordance with site Emergency Response Plans.
- Emergency Response Plans should address emergency risk management response to potential threats to Zenviron sites as identified in the site risk register.

### Actions by the On Scene Commander

- Proceed to the incident and command emergency operations within your level of training/experience.
- Assess the danger and evacuate the area/site where appropriate, reference *MGL-F-595 Emergency Evacuation Checklist Form*.
- For sites with advanced ERT capability, call out the ERT to combat the problem and liaise with their IMT and/or external incident controller.
- Relay information to the DIMT Leader/DIMT Operations and request support and resources to combat the problem.

### Actions by First Responders and/or Emergency Response Team Members on Being Notified

- Assess the event and undertake immediate containment and lifesaving actions within your level of training/experience.
- Assess the danger and evacuate the area/site where appropriate, (reference *MGL-F-595 Emergency Evacuation Checklist Form*).
- If first on the scene, alert and brief the On Scene Commander relating to the status of the situation, including damage, threats, potential for escalation and actions commenced or taken.

## 1.02 On Scene Commander identified and controls On Site Emergency Response - (On Site Response)

### On Scene Commander

Once an emergency has been declared the senior Zenviron person at the affected site is designated the OSC and commands the on-site emergency response consistent with their skills and experience, and within the agreed responsibility of the client site. The OSC reports to the DIMT Leader/DIMT Operations. Should government emergency services become involved, or the client site management take leadership, the OSC will maintain direct liaison with the government incident controller or client incident management team in order to protect Zenviron interests.

## 1.03 Respond in accordance with Emergency Response Plan – (On Site Response)

### Emergency & Environmental Risk Management

Sites are to identify through a risk management process hazards and threats of significant risk which require local Emergency Response capabilities. All emergency hazards identified in the Emergency Response Plan should be incorporated into the site risk register, reference *MGL-PRO-116 HSE Risk Management Procedure, MGL-PRO-193 Risk Register Procedure, and MGL-F-643 Risk Register Form*.

A procedure is required for each identified hazard/emergency situation detailing the business threat/risk description, control(s) of the risk, emergency response resources (inclusive of client liaison) and location, actions required, roles responsible etc, reference *Appendix B – Emergency Response Procedure Template*.

Emergency situations include though are not limited to:

- Fires;
- Explosions;
- Medical;
- Bomb threats;
- Cyclones;
- Floods;
- Earthquakes;
- Vehicle accidents;
- Chemical Spills;
- Security Issues.

Sites are responsible for the development, maintenance and document control of Emergency Response Plans. Bridging procedures should be developed to align client requirements with the Zenviron *MGL-PR-002 HSE Principals and Rules, Management Standard 9 Crisis and Emergency Management*.

In developing procedures and plans, Zenviron business response priorities in any emergency situation are:

- People;
- Community;
- Environment; and
- Property/Assets.

Site Emergency Response Plans should address the following;

- Emergency response and disaster recovery of hazards and issues;
- Pre, during and post incident emergency management (e.g. activation and escalation to the Divisional Incident Management Team (DIMT));
- Frequency of emergency response exercises and training (inclusive of client requirements);
- Local and client emergency response contact details;
- Emergency response communication plans;
- Key emergency response personnel (e.g. fire wardens, first aiders);
- Continual improvement following exercises etc.

Site Emergency Response Plans should also address requirements for employees and visitors with special needs.

All Zenviron sites shall ensure that a site map is included as part of their Emergency Response Plans detailing site layout, emergency accesses, muster points and emergency equipment, reference *Appendix K Site Layout and Emergency Access*.

Further guidance on minimum requirements for emergency management of risk as events such as fire, environmental spills, cyclones, and earthquakes etc are outlined in *MGL-GUD-019 Preparing for Emergencies Guideline*.

### **Emergency Response Resources**

The Emergency Response process is to be applied on a continuous basis until control is achieved and normal Line Management can resume.

Emergency Response Plans should contain information allocating roles and responsibilities (where appropriate) and as a minimum include:

- The type of potential emergency situations;
- Which Zenviron or client personnel are capable and responsible for attending the incident;
- What external emergency services are available to attend the incident and what they have as part of the plan, reference *Appendix D – Emergency Response Roles and Responsibilities*;
- Details of local medical and health service facilities, reference *Appendix I – Medical and Health Facilities Location*;
- Identify the On Scene Commander to control the emergency situations from a Zenviron perspective;
- Identify all roles and responsibilities.

A sample template for internal and external emergency response roles and responsibilities is outlined in *Appendix D - Emergency Response Roles and Responsibilities*.

The emergency response roles responsibilities and accountabilities should be determined and documented in the emergency plan. This information should be communicated to employees and stakeholders such as clients and emergency services.

### **Emergency Response Communication and Warning Systems**

The emergency response plans should include details of how emergency situations are communicated and shall include as a minimum:

- Alarm initiation and location – Alarms/warning systems, their location, operation, and response actions specific to site and project requirements are to be maintained and documented in relevant Emergency Response Plans (reference *Appendix H – Emergency Warning Systems*).
- Emergency Response – what is done when the alarm is raised and by whom;
- Notification to Authorities – who is to be contacted, how are they to be contacted and who will liaise with emergency services upon their arrival;
- Notification of Neighbouring Sites & Communities – who is to be contacted, how and by whom? Will there be a significant impact on neighbouring sites & communities such as fire affecting the operations of a neighbouring fuel storage area?

### **Information to be gathered in the event of an Emergency**

Emergency response plans should detail information that is required to be gathered in the event of an emergency. This should include:

- Lists for roll calls including visitors log;
- Appropriately trained First Aiders & Fire Wardens;
- Hazardous Materials Register;
- MSDS Register;
- Site plans that give details of access and egress points, locations of Dangerous Goods etc; and
- Any procedure or documentation that has been developed to deal with a specific onsite emergency.

### **Emergency Evacuations**

The emergency response plans shall include details of evacuations of sites in the event of an emergency, reference *MGL-F-595 Emergency Evacuation Checklist Form* and shall consider:

- Primary and secondary evacuation routes;
- Primary and secondary emergency muster points;
- How and by whom personnel, including contractors and visitors will be accounted for; and
- Search and rescue responsibilities should personnel not be accounted for.

All emergency contact and evacuation plans shall be displayed in all work areas for effective communication to all employees and visitors.

### **Emergency Response Equipment**

Lists of emergency equipment available at site and in any adjacent facility should be documented and updated as required in relevant emergency response plans. Sites should ensure persons are responsible for the supply; maintenance and replacement of suitable emergency response equipment as identified through risk management processes, reference *Appendix J – Emergency Response Equipment*.



#### 1.04 Notify Relevant Stakeholders - (On Site Response)

##### External Contact Directories

A list of key stakeholders should be customised for each site inclusive of key external contacts relating to local emergency services. These may include though are not limited to the following support providers:

- Fire and Rescue Services;
- Medical/Ambulance Services;
- Security;
- Spill response personnel/ teams;
- Local police;
- Counselling/Employee Assistance Providers;
- Victim Support Agencies;
- Local State Emergency Service;
- Specialist Advice Numbers (eg poisons information and hazardous materials suppliers);
- Mandatory Reports (eg Statutory Regulators and Authorities).

Site specific details for external emergency services contacts for example support providers and mandatory reports shall be maintained in the site Emergency Response Plans, (reference *Appendices F and G – Emergency Response Resource List Internal Contact Directory*). External contact details shall be communicated and placed in prominent positions around the site.

#### 1.05 Incident under Control? - (On Site Response)

##### Minimum Actions Requirements when the Emergency is Declared Over

- The On Scene Commander shall notify all relevant stakeholders including the DIMT Leader, senior management and employees (if appropriate).
- Convene a debrief after stand down to capture key lessons and follow up actions with respect to life, property, environment, community, business continuity, financial and legal liability and reputation.
- Provide debriefing to employees to achieve closure on what may have been a stressful event, reference *MGL-GUD-009 Employee Assistance Program (EAP) Guideline*.
- Provide a report to the relevant Executive Management & DIMT Leader.
- Collate all documentation for any internal investigation, notification, or external litigation.

If yes, go to 1.06;

If no, go to 1.03

#### 1.06 Collate documentation for any internal investigation or external litigation - (On Site Response)

If yes, go to 1.08;

If no, go to 1.13

#### 1.08 Conduct Investigation (On Site Response)

Refer to MGL-PRO-070.

## 5. Definitions

Term	Definition
Activation	Both Crisis Management Team and/or Divisional Incident Management Team should be activated referring to the potential severity of the incident detailed in the Recognition, Notification, and Activation Matrix.
Crises	Crises involve all or a substantial part of the business and have actual or potential long-term consequences.
Crisis Management Team (CMT)	The Crisis Management Team is responsible for coordinating a broader strategic company response to an emergency.
Critical Incident/Business Event	Any event resulting in: personal injury or illness, property damage or theft (inclusive of intellectual), environmental damage, disturbance, or any event that may negatively affect the Zenviron brand, image, or reputation in which requires an emergency response.
Divisional Incident Management Team (DIMIT)	Divisional Incident Management Teams provide technical, logistic and services support to Emergency Response Teams, through the 'On Scene Commander'
Emergency	Situations which generally have limited, short term consequences, which require emergency response and business continuity management planning that is primarily tactical in nature. Most emergencies do not result in a crisis.
Employee	Refers to a person who is employed under a Zenviron contract of employment: Full-time, Part-time, and Casual Zenviron employees and contractors.
Executive Management	Managing Director (MD), Executive General Manager (ExGM), General Manager (GM)
HSE Specialist	HSE Senior Coordinator, HSE Coordinator, HSE Advisor, Senior Workers Compensation Coordinator and Health and Rehabilitation Coordinator.
Line Management	A hierarchical chain of command from Supervisors to Executive Management.
On Scene Commander	The senior Zenviron person at the affected location.
Senior Management	Construction Manager, Project Manager, Sites Manager, Superintendent, Group and Divisional HSE Manager, Manager HSE Services, Senior Project Manager, Regional Manager, Operations Manager.
Supervisors	Supervisor, Leading Hand and Foreman, Business Development Officers.

## 6. Referenced Documents

Document No.	Document Name
MGL-PR-002	HSE Principals & Rules
MGL-PRO-116	HSE Risk Management Procedure
MGL-PRO-193	Risk Register Procedure
MGL-GUD-048	HSE Communication and Consultation Guideline
MGL-GUD-009	Employee Assistance Program (EAP) Guideline
MGL-GUD-019	Preparing for Emergencies Guideline
MGL-F-595	Emergency Evacuation Checklist Form
MGL-F-643	Risk Register Form
MGL-F-701	Action Register
MGL-F-1298	Phone Threat Checklist Form

## 7. Process Touch Points

Document No.	Related Process
MGL-PRO-070	Managing Incidents Procedure

## 8. Related Systems

System Name	Role	Level
Nil		

## 9. Appendices

Appendix Reference	Appendix Name
A	Additional Information
B	Emergency Response Procedure Template
C	Recognition, Notification & Activation Matrix
D	Emergency Response Roles & Responsibilities
E	Emergency Response Resource List 'Internal Contact Directory'
F	External Contact Directory – Fire & Rescue Service
G	External Contacts Directory – Other
H	Emergency Warning Systems
I	Medical and Health Facilities Location
J	Emergency Response Equipment
K	Site Layout and Emergency Access

## 10. Records

Title	On-site Retention	Off-site Retention	Total Retention
Emergency Response Documentation	1 year	6 years	7 years

## 11. Revision History

Revision	Changes	Date	Prepared By
0	Management Standard Documentation Review Project	30/06/09	Natalie Edmiston
1	Updated to reflect changes in MGL systems and Australian Standards	23/3/12	Caroline Mason
1	Reviewed as per MGL-PRO-488. No changes required.	6/8/2015	Iona Williamson

**Appendix A – Additional Information**

## A.1 Roles & Responsibilities

**Senior Management** are responsible for:

- Verifying through audits and ongoing monitoring that the emergency response plans are maintained and executed;
- Verifying that an appropriate number of employees within their control are trained in emergency response.
- Verifying that all site threats are identified and controlled.
- Communicating site emergency response plans and amendments to all employees, emergency services and client (if applicable).
- Establishing notification requirements of critical incident/business events to the Divisional Incident Management Team.

**HSE Specialists** are responsible for:

- Providing training, advice, education and coaching in relation to emergency response to all employees and visitors via the induction process prior to the commencement of work.
- Reviewing and monitoring effectiveness of controls and quality of emergency response documentation;
- Reporting to Senior Management any deficiencies or opportunities for improvement;

**Supervisors** are responsible for:

- Providing appropriate resources (time and personnel) to complete relevant emergency response training (Emergency Response Team);
- Initiating site Emergency Response drills;
- Implementation of the site Emergency Response Plans.

**Employees** are responsible for:

- Reporting all incidents as per *MGL-PRO-070 Managing Incidents Procedure*.
- Completing emergency response awareness training and understanding emergency evacuation requirements for site.

## A.2 Communication

Communication of site emergency response plans shall be part of site specific inductions and communicated through other HSE forums such as, though not limited to;

- Toolbox meetings; and
- Job Hazard Analyses.

Reference *MGL-GUD-048 HSE Communication and Consultation Guideline*.

## A.3 Training and Competency

All sites shall undertake annual emergency response training. Emergency response plans shall indicate the duration and frequency of response training including the conducting of emergency evacuation exercises to ensure employees are familiar with the requirements of the emergency response plans.

Emergency response drills shall be repeated at regular intervals based on risk.

Continual improvements should be actioned and recorded as appropriate to capture key lessons learnt through emergency response training with respect to life, property, environment, business continuity, financial and legal liability, reference *MGL-F-701 Action Register*.

#### A.5 Review

All sites shall review their emergency response plans and procedures on an annual basis to ensure emergency response capabilities at all times.

*MGL-PRO-401 Emergency Response Procedure* shall be reviewed biannually by Zenviron HSE.





**Appendix C - Recognition, Notification & Activation Matrix**

Recognition - Situational Guidance 'Actual Consequence'	Business Impact	Examples	Notification	Activation
<p><b>CATASTROPHIC INCIDENT OR BUSINESS EVENT</b></p> <p>A severe incident where the crisis is not under control and protective actions by external entities are necessary and ongoing.</p>	<ul style="list-style-type: none"> <li>Adverse global/national public exposure.</li> <li>Suspension of shares/shareholder support.</li> <li>Loss governmental inquiry critical of 'Monadelphous'.</li> </ul>	<ul style="list-style-type: none"> <li>Multiple Fatalities &amp; Single Fatality.</li> <li>Act of War, Terrorism, or Civil Unrest.</li> <li>Site Invasion</li> </ul>	<ul style="list-style-type: none"> <li>On Scene Commander to notify DIMT Leader.</li> <li>DIMT Leader to notify Managing Director (CMT Leader).</li> <li>CMT Leader to notify appropriate CMT members and support teams.</li> </ul>	<ul style="list-style-type: none"> <li>Site ERT.</li> <li>DIMT where appropriate.</li> <li>CMT activated (where appropriate).</li> <li>Board notified</li> </ul>
<p><b>MAJOR INCIDENT OR BUSINESS EVENT</b></p> <p>A serious incident or another event that has occurred or is imminent, which poses a threat to third parties and/or seriously affects operations, and may involve some local media attention. The incident is not under control, and action by off-site persons is necessary.</p>	<ul style="list-style-type: none"> <li>Adverse capital city public exposure.</li> <li>Public statement required/shareholder support decreased.</li> <li>Official enquiry underway.</li> <li>Partner's actions likely to be damaging.</li> </ul>	<ul style="list-style-type: none"> <li>Structural Failure.</li> <li>Large Scale Environmental Spill (&gt;10km<sup>2</sup>) Long Term Impact (&gt;1year)</li> <li>Aeroplane Crash</li> </ul>	<ul style="list-style-type: none"> <li>On Scene Commander to notify DIMT Leader.</li> <li>DIMT Leader to notify Managing Director (CMT Leader).</li> <li>CMT Leader to notify appropriate CMT members and support teams.</li> </ul>	<ul style="list-style-type: none"> <li>Site ERT.</li> <li>DIMT activated.</li> <li>CMT activated (where appropriate).</li> </ul>
<p><b>MODERATE INCIDENT OR BUSINESS EVENT</b></p> <p>An incident or event, which has the potential to escalate to a major or catastrophic incident and/or affect operations, and which involves activation of the Site-based Emergency Response Team (ERT). The incident is not under control but poses no threat to off-site areas. However, response by external personnel may be required.</p>	<ul style="list-style-type: none"> <li>Adverse local public exposure.</li> <li>Shareholders raise concerns.</li> <li>Official inquiry pending.</li> </ul>	<ul style="list-style-type: none"> <li>Serious Injury (LTI).</li> <li>Missing Person.</li> <li>Medium Scale Environmental Spill (impact area 1-10km<sup>2</sup>), &gt; 20 litres, medium term impact (1-12 months).</li> <li>Industrial / Union Action (e.g. Strike)</li> <li>IT Breach</li> <li>Natural Disaster</li> </ul>	<ul style="list-style-type: none"> <li>On Scene Commander to notify DIMT Leader.</li> <li>DIMT Leader to notify CMT Leader.</li> <li>CMT Leader to notify appropriate CMT members Support Team (where applicable).</li> </ul>	<ul style="list-style-type: none"> <li>Site ERT.</li> <li>DIMT activated (where applicable).</li> <li>CMT activated (where applicable).</li> </ul>
<p><b>MINOR INCIDENT OR BUSINESS EVENT</b></p> <p>The situation is under control. However, response by on-site personnel is required.</p>	<ul style="list-style-type: none"> <li>Well known but publicly unreported exposure.</li> <li>Shareholder support decreased.</li> </ul>	<ul style="list-style-type: none"> <li>Vehicle Rollover.</li> <li>Medium scale Environmental Spill (impacts on areas surrounding site), short-term impact (1-4 weeks).</li> <li>Severe Dehydration</li> <li>Entrapment.</li> </ul>	<ul style="list-style-type: none"> <li>Normal line management reporting requirements.</li> <li>Site Senior Management to notify DIMT Leader.</li> <li>DIMT Leader to notify CMT Leader.</li> </ul>	<ul style="list-style-type: none"> <li>Site ERT.</li> <li>DIMT &amp; Support Teams activated (where applicable)</li> </ul>
<p><b>INSIGNIFICANT INCIDENT OR BUSINESS EVENT</b></p> <p>Can be handled by site personnel using standard operating procedures</p>	<ul style="list-style-type: none"> <li>Exposure only known internally.</li> <li>Unlikely decrease in shareholder support.</li> </ul>	<ul style="list-style-type: none"> <li>Contained area fire.</li> <li>Localised impact Environmental Spill (more than immediate area but contained to site), 5 litre spill, short-term impact (4-7 days).</li> <li>Small Scale Equipment Failure</li> </ul>	<ul style="list-style-type: none"> <li>Normal line management reporting requirements.</li> <li>Site Senior Management to notify DIMT Leader.</li> </ul>	<ul style="list-style-type: none"> <li>Site ERT.</li> </ul>

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**Appendix D – Emergency Response Roles and Responsibilities**

Event	Internal Roles	External Roles	Control
List the type of potential emergency events, eg.	What emergency response team is responsible for attending the event?	What external emergency response service is available to attend the event?	Identify who has operational control in emergency situations.
<b>Fire Fighting</b>			
<b>Rescue</b>			
<b>Medical/First Aid</b>			
<b>Security</b>			
<b>Bomb Search</b>			
<b>Hazardous Substance Spill or Discharge</b>			
<b>Vehicle Accident</b>			

**Appendix E – Emergency Response Resource List ‘Internal Contact Directory’**

***Emergency Response Team / First Responder Group***

(List the contact details of the Emergency Response Team or First Responder Group).

Name	Department	Shift	Home Phone	Supervisor	Work Ex Ph No	2 Way Channel	2 Way Call sign

*Note* – sites may choose to use a wallet card or a separate roster document containing work and after hours numbers.

**Appendix F – External Contacts Directory - Fire & Rescue Service**

(List the contact details of any Fire & Rescue Service members. Delete this section if not relevant to the site or project).

Name	Home Telephone	Mobile	Position	Address	Pager

**Appendix G - External Contacts Directory - other**

(List key external contacts normally relating to emergency services and mandatory reports).

External Service	Contact	Title	Telephone	Mobile	Fax

**Appendix H - Emergency Warning Systems**

(List the warning systems applicable to the site).

The warning systems applicable to these operations are as follows:

Incident Type	Description of Alarm

**Appendix I - Medical and Health Facilities Location**

(List the medical facilities pertinent to the site)

Distance	Location	Facilities
Immediate Vicinity		
Within* 0-100km		
Within* 100km – 500km		
Royal Flying* Doctor Service		

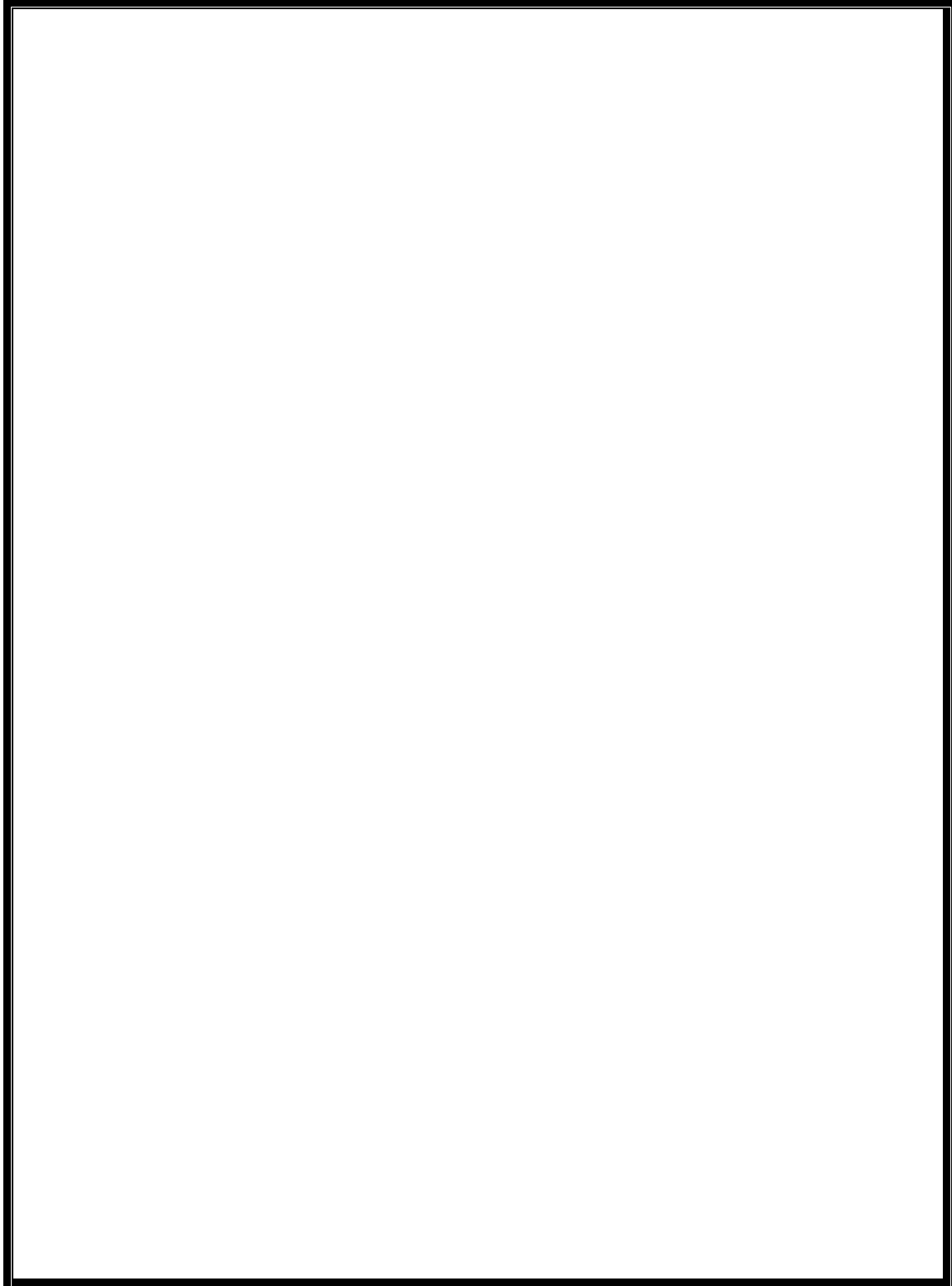
\* For remote sites

**Appendix J - Emergency Response Equipment**

(List the equipment available at site and in any adjacent facility)

Location	Quantity	Date Tested	Frequency of Testing	Description

**Appendix K - Site Layout and Emergency Access<sup>1</sup>**



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<sup>1</sup> Insert a simple diagram of the site layout showing emergency access routes by land, sea or air and key emergency locations. This form can be hand delivered or faxed to any stakeholder to support any emergency briefing.