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key issues are and what they are doing about them. In INPEX ER management, this is the role of the Incident Management Team (IMT) and shall be led by the Incident Commander (IC).

Strategic

Responsible for considering the consequences of the incident, their impact on the wider business, and sustainability of the business and the response. In preparing for an emergency, the strategic level of management is responsible for establishing and maintaining a competent emergency management structure. In INPEX ER management, this is the role of the Crisis Management Team (CMT) and shall be led by the Crisis Management Coordinator (CMC).

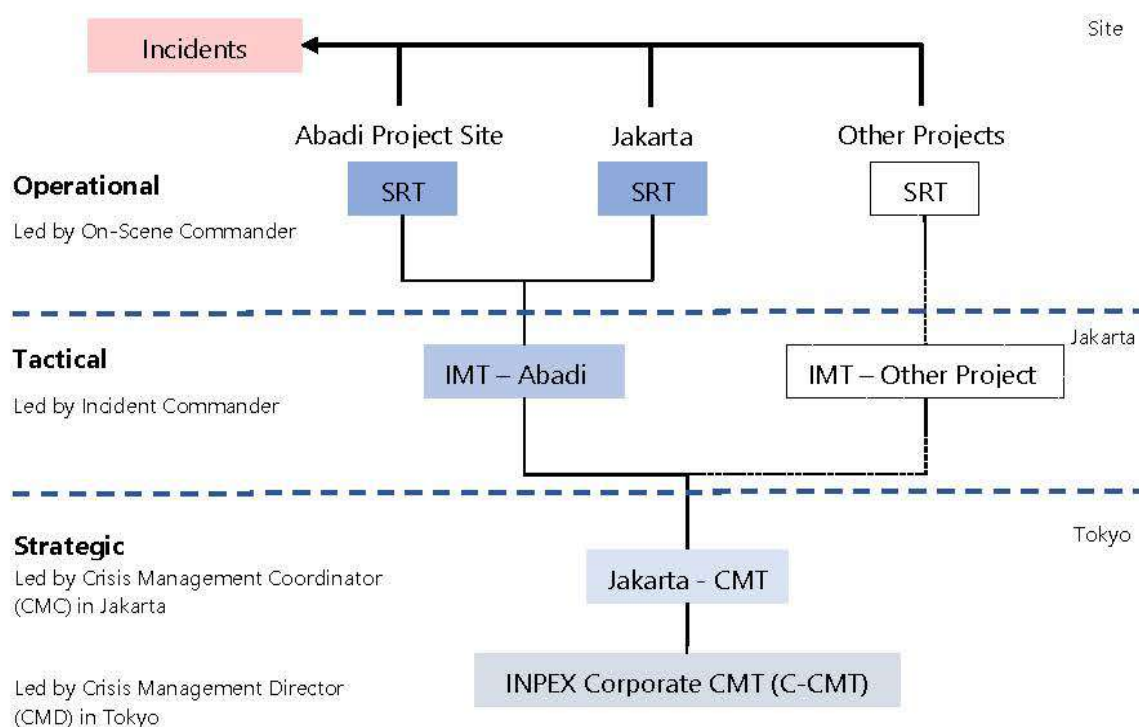


Figure 3: Layers of Emergency Response and Crisis Management

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5.9 Emergency Level Severity, Description and the Action list

Table 2: Emergency Level and Action List

Emergency Level	Severity	Description & Actions
LEVEL 1 Minor Incident (Incident)	Event that can be controlled and resolved by resources at the Project site (operational level). <u>For example:</u> - Incident that do not result in severe disability - Minor damage to asset (Reference: Less than \$1 MM) - Incident that have little impact on community and/or environment - Hydrocarbon spill which the local resources available to response spills (Reference: 2 m³ or smaller on the sea)	<u>Description</u> - Led by an On-Scene Commander (OSC). - Each OSC assigned by the Incident Commander (IC) shall commands the emergency response at their area and report / coordinate to the IC. - Each OSC shall define their Site Response Team (SRT) member to provide support to the OSC in managing site incident. <u>Actions</u> - The first incident responder will inform Emergency Communication Centre (ECC) or directly notify the OSC - The OSC shall assess the situation and Declare Activation of Level 1 Emergency (Incident). - The SRT may be mobilised (partial / full) to implement the ERP - The event and the Level 1 declaration shall be reported to the IC. - When unable to manage the Level 1 emergency, report to the IC and request escalation to Level 2. - Based on the report by the OSC, the IC shall verify the situation and declare the Deactivation of Emergency Level 1. - Incident investigation at operational site level.

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Emergency Level	Severity	Description & Actions
LEVEL 2 Major Incident (Emergency)	Major Incidents that shall tactically be controlled by INPEX. (Tactical Level) - Event that cannot be resolved by resources at site (Abadi project site) alone and need support from INPEX as the operational organization. - Event that may have limited impact on INPEX Business continuity and that need active involvement of INPEX as the operational organization. <u>For example:</u> - Fatality and / or multiple injuries. - Incident with that result in severe disability. - Incident accompanying explosion and/or fire. - Moderate damage to asset (Reference: \$1 MM to \$ 50MM) - Hydrocarbon spill which required support from national / regional resources to respond. - Incident that may have limited impact / damage to communities, environment, and asset.	<u>Description</u> - Led by the IC. - The IC responsible for command of the entire response. - The incident may have more than one incident scene. - The IC is located within the Abadi Project, and supported by the INPEX Incident Management Team (IMT). - The IC is responsible for reporting the progress of the response to the Crisis Management Coordinator (CMC) in INPEX Crisis Management Team (CMT). <u>Actions</u> - The OSC and SRT team continue to respond the incident / emergency. - The IC assess the situation and shall Declare Activation of Level 2 Emergency (Emergency). - The IC shall mobilized IMT member (partial/full) to implement the ERP. - The event and the Level 2 declaration shall be reported to the CMC. The CMC shall also report to the CMD in INPEX Corporate CMT (C-CMT) on the occurrence and the status of Level 2 emergency. - When unable to manage the Level 2 emergency, the IC shall report to the CMC and request escalation to Level 3 emergency (Crisis). - Stakeholders notified. - Local authorities notified. - When Emergency situation return to normal, the CMC shall verify the condition and declare the Deactivation of Emergency Level 2. - Incident investigation at INPEX Masela Ltd. Level.

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Emergency Level	Severity	Description & Actions
LEVEL 3 Crisis	Catastrophic incidents that shall be strategically controlled by the INPEX Corporation Tokyo (Strategic Level). - Also define as events that cannot be resolved by resources of INPEX alone and require support from INPEX Corporation at Tokyo Head Quarter. - Event that may have impact on INPEX's business continuity. For example: - Incidents, disaster and/or epidemics with multiple fatalities and injuries (actual / potential) - Abduction, wars, massive explosion and fire, evacuation to another country (or evacuation of facilities) - Hydrocarbon spill which required support from national / regional and international resources to respond - Incidents that have impacts on community and/or environment - Serious damage to asset (Reference: larger than \$50 MM) - Catastrophic damage to communities, environment, and asset - Adverse media coverage and Government Involvement	Description - Led by the CMC. - The IC become the deputy of the CMC. - The IMT member will automatically become the CMT member. The CMC may change assignment of the CMT and composition adjusting to the crisis situation. Actions - The OSC and SRT team continue to respond the incident / emergency and support Jakarta CMT. - When the CMC receive request from IC to escalate emergency to level 3 (Crisis), CMC then shall assess the situation and Declare Activation of Level 3 Emergency (Crisis). - The CMC shall mobilized the Jakarta CMT for crisis management. - The event and Level 3 declaration shall be reported to the CMD. The CMD shall call the Corporate CMT team for activation of corporate crisis management. - Shareholders notified. - Major evacuation. - When Crisis return to normal situation, and based on the report by CMC, the CMD in Tokyo shall verify the situation and Declare the Deactivation of Emergency Level 3 (Crisis). - Incident investigated at INPEX Masela level.

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The Emergency Response Team and Inter-team relations describes as below;

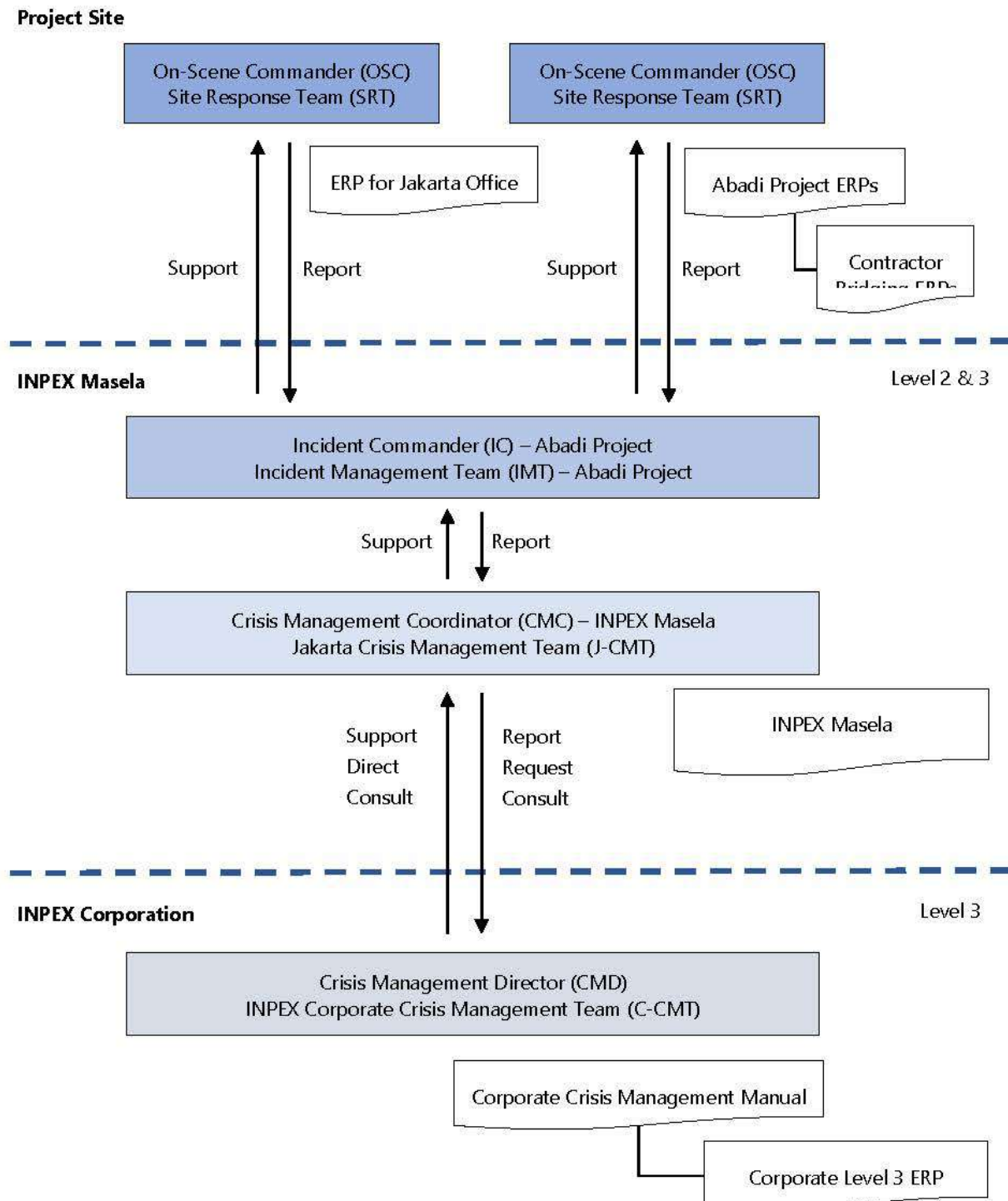


Figure 4: Inter Team Relations

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5.10 Emergency Contact Line to INPEX Corporate CMT (C-CMT)

Table 3 describes information on emergency communication between Jakarta CMT and C- CMT, Tokyo Head Quarter:

Table 3: Emergency Contact Line

Emergency Level	Contents to be reported	Method	Issuer (Jakarta CMT)	Receiver (INPEX Corporate CMT)
Level 3	Declaration of Level 3 Emergency (Crisis)	Verbal (Phone)	CMC (PDI) or His/her proxy	CMD (HSE Director) or Vice CMD (GM of Planning and Coordination Unit - Masela Project Division)
Level 2	Declaration of Level 2 Emergency (Emergency)	Verbal (Phone)	CMC (PDI) or His/her proxy	CMD (HSE Director) or Vice CMD (GM of Planning and Coordination Unit - Masela Project Division)

Table 4 suggests communication protocol during emergency related to INPEX stakeholders:

Table 4: Emergency Communication to INPEX Stakeholder

Stakeholders in Emergency	Involved parties			
	SRT	IMT	CMT	C-CMT
Local Emergency Services	X			
The Coastal Guard	X			
Local Installations in near-by area	X			
Supply/Standby vessels, helicopters	X			
Supply deliveries etc.	X			
Fabrication/construction project	X	X		
Statutory reports to regulatory bodies		X		
Contractors		X		
Local governments		X		
Supply base		X		
MEDEVAC including international services		X		
Local commercial groups (fisherman's association, hotel etc.)		X		
Local partners			X	
Local Media (including international media reporting locally)			X	
Local NGO's (including international NGOs' activities locally)			X	
The government of Indonesia (GOI)			X	
Employees and their families (local staff)			X	
Partners			X	
Japanese media (including International media from Japan)				X
Japanese Government				X
The 3 rd Country governments				X
Stockholders				X
Employee and their families (including Seconded from INPEX Tokyo and JV)				X

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5.11 Emergency Coordination Room (ECR)

Emergency Coordination Room (ECR), including alternative ECR & press conference room (if necessary), shall be established and quipped with;

- Communication facilities dedicated to emergency response;
- Relevant documents including the Emergency Response Manual;
- Access to periodically-updated information about the operational sites;
- Recording devices and stationary;
- Access to other documents, equipment and facilities necessary for emergencies.

Example of ECR layout shows in Figure 5.

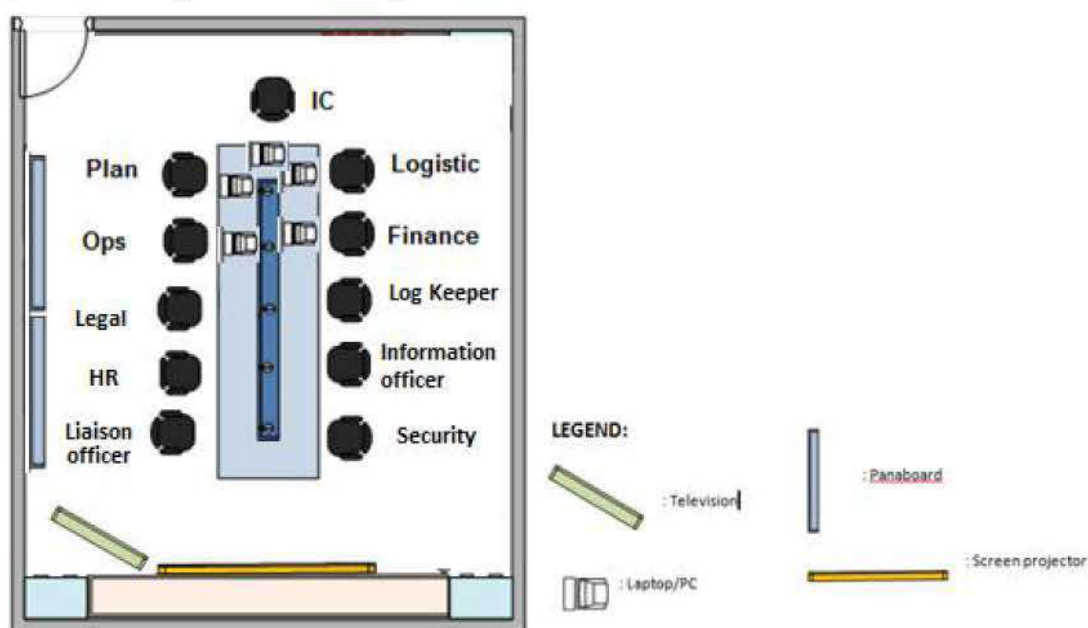


Figure 5: INPEX ECR (Example)

5.12 Implementation of Incident Command System (ICS)

INPEX commits to implement principle of Incident Command System (ICS), in order to manage an emergency at any scale, from initial response, through a sustained response, until recovery and eventual return to normal operations.

5.12.1 Framework of ICS

Emergency response arrangement is established in align with the ICS Framework expressed as follows;

Unity of Command

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Each individual participating in the operation shall be allocated under only one supervisor, reports to him, and receives his command.

Flexible and modular organization

Incident Command structure shall be organized in such a way as to expand and contract as needed by the incident scope, resources and hazards. As an incident scales up and down, response organization shall scale up and down.

Span of control

To make a suitable control of personnel, any single person's span of control shall be between three and seven individuals, with five being ideal.

Management by objective

In order to manage incidents by aiming towards specific objectives, each command of response team shall follow the planning process of ICS to set Objectives, operate and management of progress.

Record and management of information

In order to be responsible for accountability, each command of response team shall record the situation and response minutely, and utilize the standard ICS forms (See Appendix M).

5.12.2 ICS Structure

To coordinate the effective use of all of the available resources, the specific ERP shall formalized a management structure referring to an ICS model that lends consistency, fosters efficiency, and provides direction during an emergency and crisis response handling. The ICS organization is built around six (6) major components:

1. Command

- The OSC at the Project site, the IC for the Project, and the CMC for INPEX;
- Decision of objective, tactics and priority
- Command of incident response

2. Command Staff

- Consist of officer or team
- Support and advice for Commander

3. Planning

- Information collection and analysis, follow-up of resource and record management

4. Operations

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- Decision of tactics and resource for objective achievement
- Command of tactical response or support

5. Logistics

- Procurement and provision of resource and service

6. Finance/Administration

- Accounting of payment, claim, and compensation
- Financial issues and administrative issues

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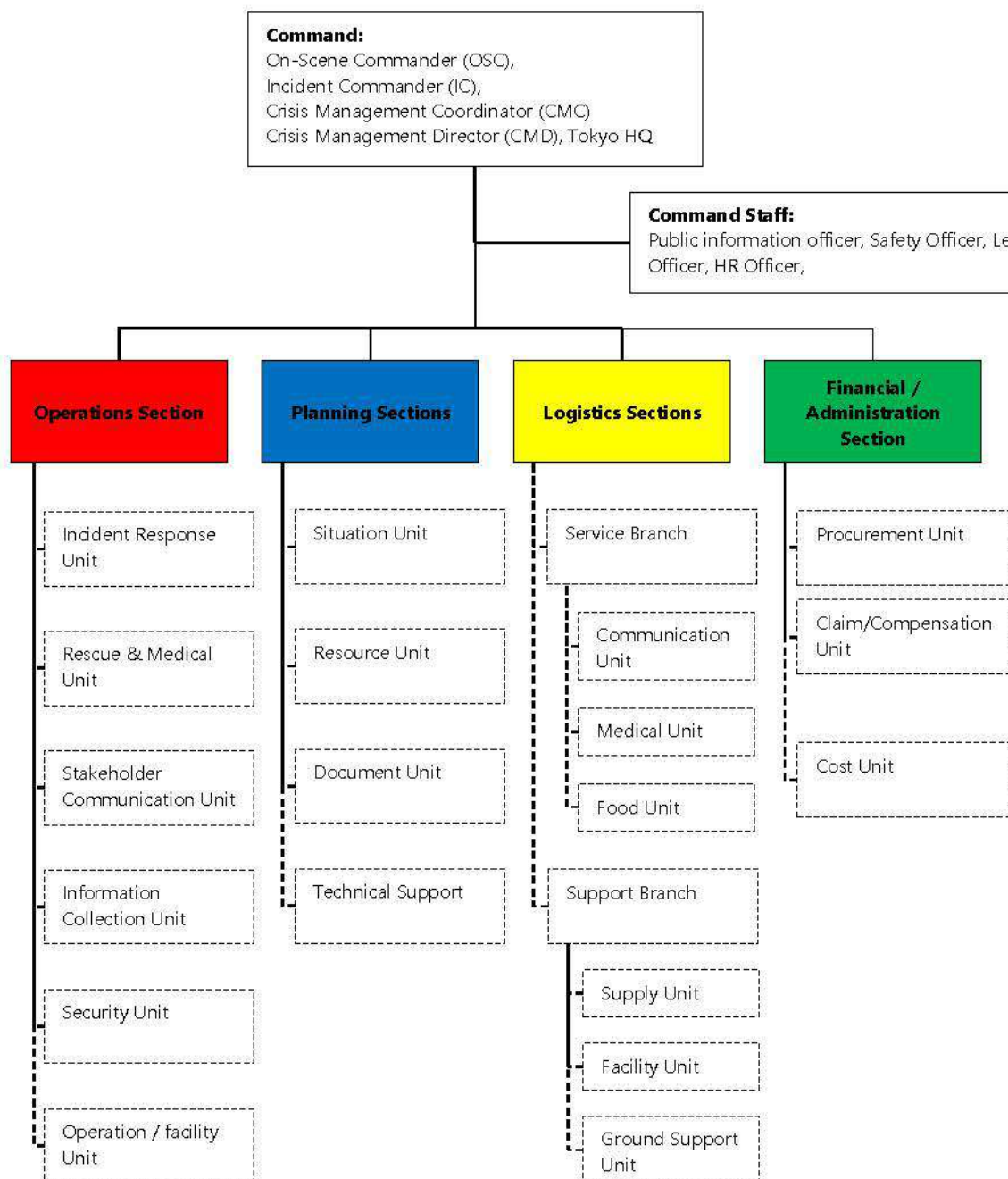


Figure 6: Example of ICS organization structure

5.13 Emergency Response Organization

By referring to the Process Overview – Emergency Response [Ref.5], this Abadi Project ERP and the relevant Project Entity or specific work ERPs shall describes clear role and responsibility of the emergency response teams, which consist of;

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5.13.1 Crisis Management Coordinator (CMC)

The President Director Indonesia (PDI) is responsible for overall emergency and crisis management affecting INPEX business, project and operations. The PDI serving as the Crisis Management Coordinator (CMC) and shall lead the Jakarta Crisis Management Team (J-CMT) during activation of Level 3 Emergency (Crisis).

5.13.2 Incident Commander (IC)

The Vice President Project (VPP) shall serve as the Incident Commander (IC) for the Project and organize the Project Incident Management Team (IMT) to head the Level 2 emergency response. When VPP is not available in commanding the emergency / crisis handling, Vice President – Corporate Service (VPCS) shall become the alternate IC and organize the IMT to head the Level 2 emergency response.

The Vice Presidents, at within their areas of responsibility, shall ensure that emergency response exercises are implemented regularly and review procedure in this ERP accordingly.

During the emergency and crisis handling, the IC hold the authority to formally appoint other organization senior staff as Deputy of the IC to assist in directing the IMT.

5.13.3 On-Scene Commander (OSC)

The OSC assignment shall be agreed by the IC and following below arrangement;

1. For project activities at Onshore, the INPEX Company Site Representatives (CSR) at the Project site shall become the OSC.
2. For project activities at Offshore, the Offshore Installation Managers (OIM) and/or vessel's captains who are mostly Contractor personnel shall become the Offshore OSCs (e.g. Vessel OSC, Rig OSC etc.). The INPEX CSR at for supervising the offshore operations and activities shall become the deputy of the OSC who liaise / coordinate between the Offshore OSCs and the IC on actions planned / taken to mitigate occurrences of such emergency and crisis.
3. For the Project activities around Jakarta, the OSC assigned in the ERP for Jakarta Office [Ref.6] shall become the OSC for the activities.

5.13.4 Resource Allocation Plan to IMT and CMT

Most of INPEX Employee working for the Project shall be allocated as the member of the SRT, IMT and CMT to support the emergency and crisis handling affecting the Project and its activities.

The resource allocation for the IMT for the Project and Jakarta CMT is planned in the Table 5.

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Table 5: Resource Allocation to IMT /CMT

Section	IMT Roles	Primary PIC	Alternate
Command:	On-Scene Commander (OSC):	Company Representatives (CR)	Vice CR
	Incident Commander (IC):	VP Project	VP Corporate Service
Command Staff:	Public information Officer:	Sr. Manager – C&R	Sr. Specialist – Media Relation
	Safety Officer:	Sr. Manager – H&S	Manager – HSSE
	Liaison Officer:	Manager – Government Relation	Sr. Specialist – Government Relation
	HR Officer:	Sr. Manager HRS	Manager HR
	Legal Officer:	Chief Counsel – Legal	Sr. Counsel – Legal
Operations	Section Chief:	Manager – FEE	Head – Entity
	Incident Response Unit	Sr. Engineer – Entity	Sr. Engineer – Entity
	Rescue & Medical Aid Unit:	Advisor – Health	Occupational Health Administrator
	Stakeholder Communication Unit:	Sr. Specialist – Government Relation	Specialist – Social Performance
	Information Collection Unit:	Sr. Engineer – Entity	Engineer – Entity
	Security Unit	Advisor – Security	Head – Security Guard Jakarta
	Operation Support Unit	Professional – Communication	Specialist – Social Performance
Planning	Section Chief:	Head – Entity	Sr. Engineer – Entity
	Situation Unit	Sr. Engineer – Entity	Sr. Engineer – Entity
	Resource Unit	Sr. Engineer – Entity	Sr. Engineer – Entity
	Document Unit	ER Scriber (Specialist – Audit)	Sr. Specialist – HSSE
	Technical Specialist	TBN	TBN
Logistics	Section Chief:	Sr. Manager – HR&GS	Manager – HR
	Service Branch	Manager – HR	Sr. Specialist – HR
	• Communication Unit	Sr. Specialist – HR	Specialist – HR
	• Medical Unit	Occupational Health Administrator	Medical Administrator
	• Food Unit	Specialist – HR	Specialist – HR
	Support Branch	Manager – GS	Coordinator - GS
	• Supply Unit	Sr. Specialist – GS	Specialist – HR&GS
Financial / Administration	Section Chief:	Sr. Manager – SCM	Manager – SCM
	Procurement Unit	Manager – SCM	Sr. Specialist – SCM
	Claim/Compensation Unit	Manager – Social Performance	Sr. Specialist – Social Performance
	Cost Unit	Sr. Manager – Finance	Manager – Finance
Section	CMT Roles	PIC	
Command	Crisis Management Coordinator (CMC):	PDI	
Core Team Member	Facilitator	Project Senior Advisor	
	Information Manager	IM&T Senior Manager	
	Log Keeper	Senior staff BPSI	
	Scenario Planning	VP Asset Development (VPAD)	
	Treasury	VP Business Planning and Strategic Improvement (VP BPSI)	
Call-out Member (as required)	Legal	Sr. Manager Legal	
	External Relations	Sr. Manager – C&R	

Note. Name of personnel shall follow the updated duty roster

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The J-CMT structure can expand and contract as required depending on the nature of the crisis event and its level of complexity. For example, Subject Matter Experts (SME) can be requested to join the J-CMT to support development of long-term strategies. Alternatively, the CMC may determine that the scale of the event may not require some CMT functions and release them from the J-CMT.

5.13.5 Duty roster

Duty roster of emergency response and crisis management team e.g. SRT, IMT and CMT shall be prepared / updated by Secretariat of ER (Senior H&S Manager) referring the Table 5 above and approved by the IC and the CMC.

Duty roster and their contact number (see Annexes to Project Emergency Response Plan [Ref. 1]) shall be updated and attached in the relevant ERP.

5.13.6 Contractor Senior Management

Contractor senior management related to the Project shall become the part of the IMT and/or the CMT to support the Project in managing the emergency and crisis situation. This should be clearly defined in the duty roster and the relevant ERP's including the Contractors' bridging ERPs.

5.13.7 Action Checklist

Action checklist of all function under the emergency response and crisis management team can be seen at Appendix A to K of this document, referring to Figure 6 Example of ICS organization structure.

All emergency response team member must be familiar with their duties and responsibility.

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6. PROJECT RISK ASSESSMENT

An important step in emergency preparedness is to identify all hazards that may affect the Project activities, and assess their associated risks to determine which hazards are most likely to result in an emergency and manage to reduce the risks to As Low As Reasonably Practicable (ALARP).

Risk mitigation strategies and specific action plans should be incorporated in the project execution plans and the relevant ERPs. The risk mitigation plans should;

- Characterize the root causes of risks that have been identified and quantified in earlier phases of the risk management process.
- Evaluate risk interactions and common causes.
- Identify alternative mitigation strategies, methods, and tools for each major risk.
- Assess and prioritize mitigation alternatives.
- Select and commit the resources required for specific risk mitigation alternatives.
- Communicate planning results to all project participants for implementation.

The Project HSSE risk assessments are generally conducted in each Project Entity such as OLNG, FPSO, SURF, GEP, site survey, AMDAL, drilling, logistics. The results of the assessment will be managed in Abadi Project HSSE Hazards and Effects Register shown in Figure 7.

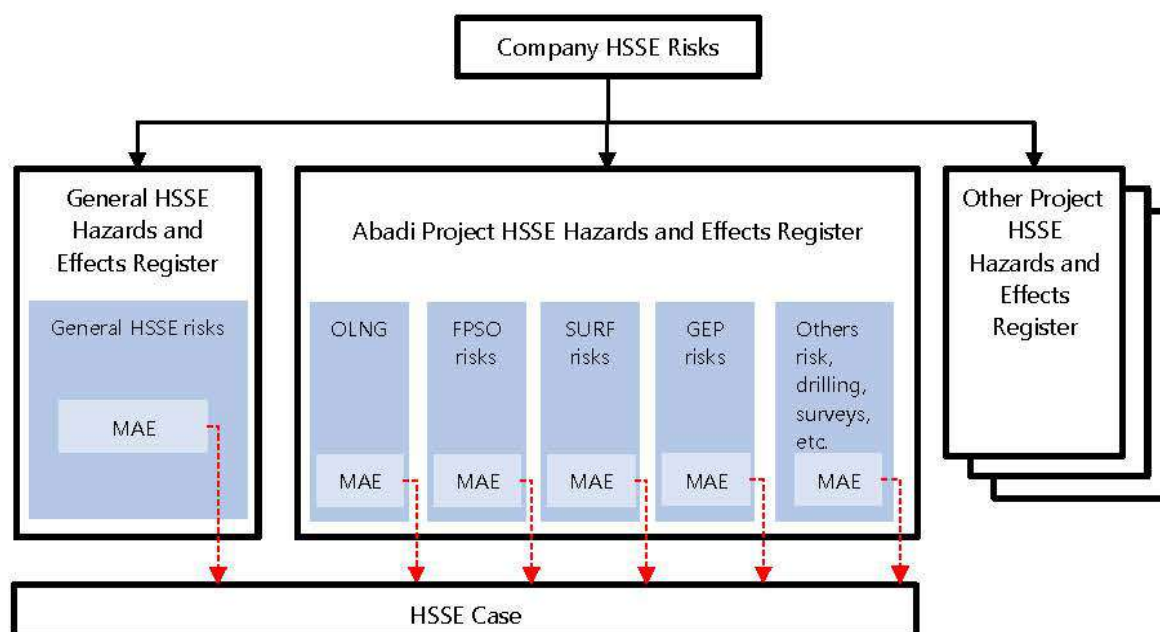


Figure 7: HSSE Risk Management Diagram

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The updated Major Accident Event (MAE)/ High Risks summary potentially to impact current and future activities related to the Project, focusing on general activities, OLNG and FPSO shown as below;

MAE (General) – Abadi Project

No	Hazard	Status	Initial Risk Category
1.	Air Transport	Current	5A
2	Marine Transport	Current	5C
3.	Land Transport	Current	5C
4.	Failure of Malaria Control Program	Future	5C
5.	Civil Unrest	Future	5B
6.	Human Right Abuse	Future	5B
7.	Sabotage / Vandalism	Future	5B
8.	Chemical (H2S)	Future	5B
9	Terrorism	Future	5A

9 Red (High) Risk Identified (General)

No	Hazard	Status	Risk Category
1.	Jkt Office General Work – Repetitive Movement/un-ergonomic workstation	Current	3E
2.	Psychological Hazards and Stress	Current	3E
3.	Saumlaki Vector-borne Disease (Rabies, Hep A, Hep B & Dengue)	Current	4E
4.	Malaria	Current	4E
5.	Long Working Hours	Current	4D
6.	Glycols and Alcohols	Current	4D
7.	Food and Water-borne Diseases	Current	4D
8.	Physical Hazards (Radiations, Extreme Temp, Noise)	Current	4D
9.	Wild Animals (Seawater Crocodiles)	Current	4C

Note) Please refer to Figure 10 INPEX RAM for Risk Category shown in the table.

Figure 8: MAE & High Risk Summary – Abadi Project

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5 MAEs for OLNG

No	Hazard	Status	Risk Category
1.	Loss of Hydrocarbon Containment	Future	5B
2.	Non-process Fire	Future	5B
3.	Occupational Diseases	Future	5B
4.	Ship Collision	Future	5B
5.	Environmental Impact (Construction Activity)	Future	5B

12 MAEs for FPSO

No	Hazard	Status	Risk Category
1.	Loss of Containment (Riser & SURF)	Future	5B
2.	Loss of Containment (Topside, Process)	Future	5B
3.	Loss of Containment (COT)	Future	5B
4.	Loss of Containment (Gas Export)	Future	5B
5.	Offloading Hazards (Condensate)	Future	5B
6.	Dropped Object	Future	5B
7.	Non-process Fires & Explosions	Future	5B
8.	Loss of Structural Integrity (Topside)	Future	5B
9.	Loss of Structural Integrity (Hull)	Future	5B
10.	Loss of Marine Integrity (Loss of Positioning)	Future	5B
11.	Vessel Impact (Ship)	Future	5B
12.	Crew Transfer Hazards (Helicopter)	Future	5B

Note) Please refer to Figure 10 INPEX RAM for Risk Category shown in the table.

Figure 9: MAEs for OLNG and FPSO

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Risk Assessment Matrix

Severity of Consequences					Likelihood					
					Probability Single activity	< 1/1,000,000	1/10,000 - 1/1,000,000	1/100 - 1/10,000	1/10 - 1/100	> 1/10
Frequency Continuous operation					Once every more than 100,000 years at one operational site	Once every 1,000 - 100,000 years at one operational site	Once every 10 - 1,000 years at one operational site	Once every 1 - 10 years at one operational site	More than once a year at one operational site or continuously	
Experience History of occurrence in INPEX or industry					Never heard of in the ESP industry	Incident has never occurred in the INPEX group, including non- operator projects. Or incidents have occurred in the ESP industry.	Incidents have occurred in the INPEX group, including non- operator projects.	Incidents happen multiple times a year in the INPEX group, including non- operator projects.	Incidents happen multiple times a year at one operational site in INPEX group.	
					A	B	C	D	E	
					Improbable	Remote	Occasional	Possible	Frequent	
People	Environment	Asset	Reputation	Compliance		Low Risk Acceptable with continuous improvement Medium Risk Acceptable after the risk is mitigated to ALARP level High Risk Unacceptable Requires strategic controls Not ALARP				
No injury No off-site health	No effect No oil spill	No damage	No impact							
Slight injury / illness - First aid case - Medical Treatment Case - No effect on work	Slight effect Spill < 0.2m³	Slight damage < \$100,000	Slight impact to local community	1						Negligible
Minor injury / illness - DAFWC / LTI / Restricted work - Reversible effect (limited time)	Minor effect Spill > 0.2m³	Minor damage > \$100,000	Limited impact to local media	2						Minor
Major injury / illness - FTD - Irreversible (very long / life time) effect	Local effect Spill > 2m³	Local damage > \$1MM	Considerable impact to regional media	3						Moderate
Single fatality PTD	Major effect Spill > 20m³	Major damage > \$10MM	Major impact to national media	4						Major
Multiple fatality	Disastrous effect Spill > 200m³	Extensive damage > \$50MM	Major impact to international media	5						Catastrophic

Figure 10: INPEX Risk Assessment Matrix (RAM)

Where it is deemed that new risk management strategies are required, it is recommended that actions be taken to reduce risk working from hazards of highest priority to lowest priority. Where possible, however, an all hazards approach to mitigation and preparedness should be taken, where the relative risk of multiple hazards can be reduced by a single measure (for example, an extreme weather plan could cover tsunami, earthquake and severe storms).

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7. EMERGENCY RESPONSE

Emergency and crisis planning involves coordinated and co-operative process of preparing to match the urgent needs of emergency response with available resources. An emergency plan needs to be a living document that is periodically adapted to changing circumstances and that provides a guide to the protocols, procedures, and division of responsibilities in emergency response.

Plans are needed, not only for responding to the impacts of disaster, but also to maintain business continuity while managing the crisis, and to guide recovery and reconstruction effectively. Dealing with disaster is a social process that requires public support for planning initiatives and participation by a wide variety of responders, technical experts and citizens.

Mandatory requirement to be covered under the contractor bridging document - Emergency Response Plan, can be described below;

7.1 Potential emergency scenarios

Each potential emergency scenario (referring to the updated HSSE risks) should have a dedicated response plan flowchart with support from reliable resources.

7.2 MEDEVAC – Serious Illness / Injury

Medical Evacuation (MEDEVAC) is the emergency of an injured or sick person or the transportation of a medical officer to an injured patient, by unscheduled aircraft.

The MEDEVAC arrangements shall refers to the Medical ERP for Activities in Saumlaki [Ref.2].

- The responsibility for emergency response preparation, liaison, and support should be clarified. Authority to callout a MEDEVAC helicopter or fixed wing aircraft at any time shall be defined clearly. Support that needs to be provided by Contractor / Sub Contractor during the MEDEVAC handling shall be described in details in the Plan and the Contract.
- Contact with next of kin for Contractor employees shall be decided in the ERP document.

7.3 Onshore / Offshore Emergency Facilities

Emergency procedures on onshore and offshore facilities shall be detailed in the Contractor's bridging ERPs with the relevant INPEX ERPs.

For the offshore operations, the assigned OSC is responsible for the emergency response and has the authority to call on assistance from vessels and aircraft that is able to assist. The Vice OSC (INPEX CSR) shall assist and coordinate the provision of assistance by vessels and helicopters that are contracted to INPEX.

The OSC shall communicate with the IC, providing a situation report and details of any assistance required external to resources controlled from the site.

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The Contractor senior management, under coordination with the OSC, the IC and the CMC, shall support and coordinate rescue efforts with related government agencies e.g. by the Indonesian National Search and Rescue Agency, Badan SAR Nasional (BASARNAS), Badan Nasional Penanggulangan Bencana (BNPB), police and military etc.

7.4 Oil Spill

Reference shall be made to the Project Oil Spill Contingency Plan [Ref.4].

7.5 Sea Transport Emergency

Ship Collision (as one of the brief example)

Typical warnings and Notices to Mariners will request a two nautical mile (nm) clearance zone around the offshore facilities, a risk of collision shall be deemed to exist when an approaching vessel displays a radar target Closest Point of Approach (CPA) of one nautical mile (Nm) or less. The Contractor's Ship Collision Avoidance procedures shall be applied. These procedures will be used to maintain continuity and familiarity.

7.6 Air Transportation Emergency

In Indonesia all search and rescue (SAR) operations are managed by the Indonesian National Search and Rescue Agency, Badan SAR Nasional (BASARNAS). Additional search and rescue support may be chartered dependent on circumstances. Any SAR operations conducted in Australian water is conducted through the Australian Maritime Safety Authority (AMSA) which has a joint cooperation agreement with BASARNAS. On notification of a search and rescue requirement, the assigned flight chartered will activate their individual Emergency Response Plans and make all necessary notifications to the Authorities.

Flight Overdue/Radio Communications Lost (as one of the brief example)

Fixed Wing and helicopters shall provide position tracking on the designated INPEX service so aircraft can provide real time location.

When an aircraft fails to arrive within certain minutes of estimated time of arrival (ETA) or when no communication has been made within certain minutes of an expected position report, the following actions should be initiated (NB: Log all calls and note times):

4. Aircraft provider will initiate SAR as per their procedures, and shall be responsible for requesting SAR assistance.
5. OSC notifies aircraft provider, conforming they are aware of situation;
6. Offshore facility's radio operator to call helicopter on all working frequencies;
7. OSC notifies IC of situation;

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8. Offshore facility's radio operator to maintain communication attempts; and
9. Continue provide any assistance requested by aircraft provider.

7.7 Severe Weather

Cyclone (as one of the brief example)

In the event of a declared Cyclone approaching offshore facility's radio operator, the following document shall be referred to specific Offshore Facility Evacuation Plan.

The OSC shall communicate with the Vice OSC (INPEX CSR) on board, providing a report on the evolving situation and details of any assistance required external to resources controlled from the location. The OSC shall notify the IC to activate the IMT to assist with emergency response as required.

7.8 Response to Third Party Requests for Assistance

Circumstances may arise where third parties request the support of INPEX contracted services (e.g. helicopter, supply vessel). Typical third parties requesting assistance may include:

- Government departments, e.g. police, coast guard;
- Civil organisations;
- Military;
- Oil Spill response services;
- Other Oil & Gas companies;
- Passing ships/aircraft; and
- Fishing and other vessels.

It is INPEX's policy that third party requests for assistance shall not be unreasonably withheld. Particularly, if life is at risk, every effort should be made to offer assistance.

In order to safeguard the INPEX offshore operation and interests while responding to such third party emergencies, it is important that the INPEX CSR for offshore operations be notified as early as possible and kept informed.

Depending on operational circumstances, it may be necessary to suspend INPEX operations until the extent of commitment / requirement in responding to the third party emergency and insurance / contractual implications become clearer. The INPEX CSR for offshore operations shall ensure to maintain a detailed log of events.

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7.9 Response to social and security issues

A roadblock event, demonstration, related civil disturbance and other social and security disturbance may arise on each Project stages.

A standard procedures in responding to security incident shall be included in the Site Specific ERP and it shall be socialize to all parties (employees, contractor/sub-contractor, local public security forces and local government.

Voluntary principle on security and human rights concept must be applied for both onshore and offshore project preparation and operations.

Private security guards shall in place at site in monitoring and responding to a potential security breach to Company and Contractor, by having support from local public security forces. Security guards must be prioritized to be recruited from local (within project area) and meet with standard competencies.

It is also imperative for INPEX to have a good relationship with public security apparatus in every level and entity (police or military) and hold and Memorandum of Understanding / Working agreement to ensure compliance to the regulation and effective/efficient response on the ground.

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8. GENERAL STEPS IN EMERGENCY RESPONSE

In the event of an emergency and/or incident that lead to the activation of the IMT and the CMT, it shall follow the emergency and incident management response process as depicted in the below figure.

Step 1	Notification & Reporting
Step 2	Initial Call Assessment & Information
Step 3	Team Activation & Initial Actions - Getting Organized
Step 4	Set-up of Emergency Coordination Room (ECR)
Step 5	Initial Incident Briefing & Subsequent
Step 6	Incident Potential Assessment
Step 7	Stakeholder Identification
Step 8	Determine Response Objectives
Step 9	Response & Implementation Actions
Step 10	Communications Protocol
Step 11	Incident End & Final Actions

Figure 11: Emergency Steps

The above process cycle can be further summarized as the ICS “Planning P” describes in the Appendix L.

8.1 Step 1: Notification & Reporting

The On-Scene Commander (OSC) may be notified of an actual or impending emergency, by direct call from:

- Emergency Communication Center (ECC) line
- Organization’s line
- Contractor company (via the INPEX Contractor Holders)

8.2 Step 2: Information gathering

Upon receiving notification of an incident, the OSC should gathering as much information from the caller as possible. It is very important that as much information as possible is gathered at the initial call just in case the OSC is unable to make contact with the caller again, which is possible

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in an emergency situation. Gathering the initial information should be focused on who, what, where, when, and why of the current situation. This information should include:

Essential information:

- date and time of incident
- nature of incident
- name of person involved and person making the call (if different)
- any injuries
- contact details of caller
- location of incident

If there is opportunity:

- detailed description of the incident including getting worse, or under control
- detail of any injuries
- detail of any damage / pollution
- ID Numbers for persons involved
- status of response operations by emergency services or INPEX staff, or both
- status of external involvement (government, media, stakeholders)

Using the “Level of Emergency” guide, the OSC and the IC is to decide:

- the level of the emergency
- the people in Saumlaki and Jakarta that need to be called
- if the situation can be dealt with immediately by the OSC

8.3 Step 3: Initial Actions & Team Activation - Getting Organized

The OSC shall:

- Assess the situation and declare Activation of Emergency Level 1
- Identify the SRT Members appropriate for the response (Partial / Full)
- Assemble the SRT in the INPEX basecamp facility in Saumlaki
- Notify the IC in Jakarta of the activation accordingly

The OSC will activate the appropriate SRT members to the INPEX basecamp facility (currently at Galaxi hotel Saumlaki). As the emergency or incident evolves, the OSC may decide to activate additional SRT members or resources as appropriate if the situation escalates, or dismiss selected team members if the role is no longer essential to the emergency or incident response.

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A critical component of activating the SRT is ensuring all members are briefed on all the initial information available.

Soon after the SRT established, the OSC shall conducts an Initial Incident Briefing to address the emergency situation to the SRT members. Next step, the OSC or delegate (such as Communications and Liaison Officer if available) formally establish and maintain regular communications with the Incident Commander in INPEX Jakarta Office.

8.4 Step 4: Set-up of ECR Room

The Emergency Coordination Room (ECR) for the SRT is currently located in INPEX basecamp facility at the Galaxi Hotel in Saumlaki. The room is currently fitted with three telephones, computers, spare monitors, four desks, a conference table to take eight people, and a communications switch providing three telephones and broadband. A projector and screen can also be made available. The room also has a printer/fax machine, but currently the fax is not connected. There is no mobile broadband coverage in Saumlaki, and coverage in public buildings, such as hotels is poor and unreliable. Therefore the basecamp is the only place you can reliably send emails and access the internet. Also available to the basecamp are refreshment facilities, toilets and showers. Being located next door to a hotel, accommodation options are also available.

Set-up of Alternative SRT Room

Certain emergency situations or incidents may result in the primary SRT room not being accessible and/or functional. With this in mind an alternate SRT Room has to be pre-identified in order to provide the SRT with limited capability in the event that the primary SRT room is unavailable.

8.5 Step 5: Initial Incident Briefing

The Initial Incident Briefing is facilitated by the OSC to ensure that all members understand the emergency or incident, what actions are being taken or planned, initial strategies and issues / action items that must be addressed or resolved. The OSC should ensure that any briefing is concise and effective, using initial Incident Action Plan form. Usually, after the initial incident briefing has been conducted, the OSC will update the IC in Jakarta. Following this briefing, the SRT members are then ready to begin the response operations.

Shall the OSC is unable to manage the Emergency Level 1 (Incident) and require support from IC and IMT team, OSC shall escalate to IC and request for Emergency Level 2 status declaration.

8.6 Step 6: Incident Potential Assessment

The IC shall declare Emergency Level 2 (Emergency) and gather IMT member.

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The IC (and IMT team if necessary) shall assess the potentiality of the incident, including worst case scenarios, to determine the IMT response objectives and notification requirements. Anticipating problems and identifying ways to avoid or mitigate them is an important aspect of a proactive response effort. As quickly as possible, the IC, Officers, and Section Chiefs should consider incident potential in order to determine:

People

If there are missing personnel, what their condition might be when they are found:

- If there are injured personnel, what type of treatment are they likely to need, and where can the treatment be obtained.
- Whether the OSC/SRT has the ability to address human resource and/or employee and family assistance issues related to the incident.

Environment

Whether hazards present at the incident scene are likely to grow in intensity:

- How long it will take to contain discharged materials.
- How far the discharged/emitted materials will spread prior to containment.
- Whether sensitive environmental, cultural, and/or economic resources will be impacted and, if so, the nature and magnitude of the impacts.

Asset

Whether the incident will cause a shutdown or curtailment of normal operations and, if so, for how long.

Reputation

Whether there will be a high level of interest by government officials, the public, and other stakeholders in the incident and/or emergency response operations.

Sustainability

Whether the IMT response will take place around the clock.

- How long the IMT response will last.
- How many people will be needed to carry out the IMT response operations.
- How long it will take to bring the source of the incident under control.

The recommended approach is for each member to use their checklists as an aide-memoir to consider the incident's potential for escalation and their concerns about the situation and identify objectives to address their concerns. These will then be discussed with the Incident Commander

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as they prepare their incident briefing and Incident Action Plan. In larger scale incidents such as coastal pollution, the IC can also instruct the Planning Section Chief to work with other appropriate members of the IMT to prepare a more formal analysis of the situation using standard ICS form (See Appendix M).

8.7 Step 7: Stakeholder Identification

The IC (supported by IMT team) shall identify relevant stakeholders and external agencies that may have a role in, or require notification and information regarding the status of INPEX's emergency or incident response. It is critical to engage the key stakeholders in a timely fashion and develop an integrated response plan as required.

Contacts for all stakeholders are contained within a separate INPEX Emergency Contact Directory. The Liaison Officer, Safety & Security Officer, Public Information Office and the Planning Section will be responsible in ensuring that key stakeholders are informed of, and provided with updates regarding the emergency or incident response. The Key Stakeholders Impact Analysis Form is available in the Plan. Responsible persons for maintaining the stakeholder relations are noted.

8.8 Step 8: Determine Response Objectives

The IC (supported by IMT team) shall set response objectives. Objectives will evolve and change throughout the emergency or incident response and should address the changing potential for escalation and concerns as the incident develops and the impact of the response actions becomes apparent. It is essential to regularly review and assess the objectives. The objectives shall reflect INPEX's overall response priorities of:

- People
- Environment
- Asset
- Reputation
- Sustainability

Response objectives not within the responsibility of the IMT include media relations, governmental relations, license to operate issues, and/or planning for business continuity.

8.9 Step 9: Response & Implementation Actions

It is important to continuously assess and analyze the situation as the emergency and/or incident evolves and as response actions are implemented. The IC shall diligently monitor the key incident objectives and ensure that response actions are effective. The IC shall establish a schedule for time-out and assessment meetings, including situation briefings, time-outs and meetings, to