

# **EMERGENCY RESPONSE PLAN**

# **1 INTRODUCTION**

## **1.1 Background**

The Emergency Response Plan (ERP) is an essential component of the ESMP. The Emergency Management Method practiced on site for incident response, emergency and crisis management, are designed to enable all relevant parties associated with the Company to act quickly, decisively and cooperatively in any crisis or emergency situation. This ensures an appropriately measured level of response and recovery actions, depending on the nature, location and potential gravity of any given incident.

It aims to firstly ensure the safety of all personnel during an emergency and secondly to ensure the safety of all MML assets to the maximum extent possible.

This document outlines the ERP for the project along with general Health and Safety Program components. Emergency plans, organizational responsibilities, reporting procedures, specific plans for responding to emergencies and emergency response training are also covered in detail.

The following measures will be put in place for the successful implementation of this plan:

- i. Personnel will be competent and understand their roles and responsibilities during an emergency response situation;
- ii. Drills and exercises will be conducted on a quarterly basis to assess and improve upon emergency response; and
- iii. The plan will be periodically updated to incorporate lessons learned from previous incidents and exercises.

## **1.2 Purpose**

The purpose of this Emergency Plan is to outline organizational responsibilities, actions, reporting requirements and the resources available to ensure a timely, well-coordinated plan of action in the event of a minor to major incident involving MML personnel or contractors.

The document contains the procedures to be followed in an emergency with the purpose of:

- a) Saving of life
- b) Eliminating or minimizing the effects of a hazard or emergency
- c) Orderly evacuation
- d) Recovery to normal operations as soon as possible

While these procedures should be followed to the greatest possible extent during an incident response, variations based upon sound management, judgment and operational experience are at the Emergency Manager's discretion.

### **1.3 Scope**

This Emergency Plan applies to all MML operations and activities that occur at the Mine site, haul road, Thofayim, barging route and transshipment point.

It applies to any type of emergency or incident involving MML activities or operations.

### **1.4 Linked documents**

MML's main contractors for mining, transshipment and barging should each have their own Emergency Response Plans and ensure that they are bridged into this plan. In the event that an emergency incident occurs that exceeds the individual capacities of the contractors they will contact SLM and request help.

Regardless of capacity to respond, all contractors are required to notify SLM of any emergency incidents.

### **1.5 Plan Revision and Administration**

The HSE Manager is the owner of this document and is responsible for its maintenance. As the project progresses and matures, this Emergency Plan will be updated and reissued for use every 12 months or sooner when:

- Changes or updates to Sierra Leone legislation or regulations occur;
- There have been significant changes to the Project activities or other project components that require modification to the plan; or
- There is significant new information to be integrated into the plan based on risk assessments, stakeholder consultation or lessons learned;

### **1.6 Protection Priorities**

Company protection priorities in the event of an emergency are:

- 1st. Safety of people and the community.
- 2nd. Protection of the environment.
- 3rd. Safeguarding of commercial considerations and reputation of the Company.
- 4th. Maintaining business continuity.

### **1.7 Definitions**

- **Assembly Point** – a suitable, safe location where occupants will proceed to in the event of an emergency.
- **Explosive Risk** – a threat of an explosion on the property.
- **Casualty** – persons that have been injured, are sick or in need of medical attention.
- **Danger** – anything, which may cause injury or damage to persons or property.

- **Emergency** – a hazardous or potential hazardous situation that can cause death or injury to occupants of the building, or damage to the property and/or the environment.
- **Emergency Control Centre/Point** – a location from where emergency communications and responses are co-coordinated.
- **Emergency Action Committee** – (EAC) a committee of all relevant role-players to make emergency management decisions.
- **Emergency Manager** – the person dedicated to issue directives on behalf of SLM and lead all emergencies. (HSE Manager)
- **Emergency Response Team** – (ERT) a dedicated team of professionals who have the ability, knowledge and experience to act upon any emergency.
- **Epidemic** – The occurrence of more cases of a disease than would be expected in a community or region during a given period.
- **Evacuation** – a controlled and co-coordinated removal of human and animal life from a place of danger to a place of safety.
- **Explosion** – An explosive device that has detonated or any other object that destroys itself with a blast.
- **Fire** – an event where an object or objects are ignited by a source and burn with a flame or where smoke is visible.
- **Hazardous waste** - Hazardous wastes are materials that can potentially be harmful to human health and/or could potentially damage the natural environment if not managed and disposed of appropriately. They exhibit one or more of the following characteristics; ignitability, corrosivity, reactivity, toxicity, mutagenic, teratogenic, infectious, irritant, carcinogenic, bioaccumulate / biomagnify, flammable, explosive.
- **Incident** – an unplanned event that causes or has the potential to cause injury, illness or damage or interrupts a process or completion of an activity.
- **Incident Scene Commander** – an employee of SLM, acting under the direction of the Emergency Manager.
- **Medical Emergency** – any incident where the health of people is at risk or has been affected.
- **Medical Staff** – people that have been professionally trained in the medical emergency field.
- **Roll Call** – a procedure to determine the presence of people and account for absenteeism.
- **Roll call list** – a pre-designed attendance list with names of people that should have been in a certain place at a certain time.

## 2 ALARM

Any emergency or incident should be reported. To raise an alarm the following procedure shall be followed:

- a) Call the MML Security Control Room – *manned 24 hours/7 days a week*:
  - By phone on **099-700-160**
  - On radio – **Emergency Channel 9**.
- b) Provide first response **ONLY** if qualified and safe to do so.

When raising the alarm, the following must be done during the initial call. Speaking clearly and calmly, say “*Emergency, Emergency, Emergency*” followed by:

- a) Your name.
- b) Type of emergency.
- c) Exact location of incident/emergency – *be as specific as possible*.
- d) Details of persons injured and nature of injuries.
- e) What assistance is required (ambulance, fire, security, etc.).
- f) Details of any potential hazard that may exist – chemical exposure, electrical hazards, water, bad weather, etc.
- g) Your telephone number so you can be rung back if necessary.

**DO NOT HANG UP** until the Control Room operator has confirmed that they have all the information necessary – ask first. A bad line may mean the Control Room operator has not clearly understood your location for example and may need further information. The Control Room Operator may also ask you for additional information to ensure the correct response can be initiated. For example, they may ask whether you are by yourself or have help, or whether you are trained in first aid.

An example is: “*Emergency, Emergency, Emergency. This is Joseph Kamara. There has been a car crash at km 40 on the haul road near to Thofayim. Three people are in a car that ran off the road, they all seem badly injured and none are awake. The car is in a creek and the water level is quickly – they may drown. My number is 076 123 123. Do you need any more information? May I hang up?*”

Once the call is received by the SLM Security Control Room, the following actions are to be taken:

1. The Call Dispatcher in Security Control Room shall contact immediate Supervisor and provide details of call.
2. Control Room Supervisor to provide clearance to dispatcher to contact key personnel, providing the critical information on incident to each lead:
  - a. Safety Superintendent
  - b. Medical Officer

- c. Manager HSE
3. Dispatcher keeps record of time that:
    - a. Emergency call received
    - b. ERT dispatched
    - c. Medical crew dispatched
    - d. Emergency Manager contacted
  4. SCC supervisor to assist in investigating the incident and reviewing the procedures/actions.

Names and contact numbers of personnel who may be contacted in case of an emergency situation by Security Control.

Manager HSE	099-700-xxx
Medical Officer	099-700-xxx
Safety Manager Operations	099-700-xxx
Plant Control Room	099-700-xxx
General Manager Operations	099-700-xxx
General Manager Logistics and Security	099-700-xxx
Paramedic Thofayim facility	099-700-xxx
Paramedic Marampa Mine site	099-700-xxx
SCC/ Security Superintendent	099-700-xxx

### 3 EMERGENCY MANAGEMENT – PERSONNEL & RESOURCES

#### 3.1 Duties of the Emergency Management Team

The Emergency Management Team, which comprises the Manager HSE, Safety Superintendent and Medical Officer, has two key areas of responsibility.

1. Regular meetings of the Emergency Management Team shall be held every three months or as required to:
  - review the efficacy of responses that have occurred in the past three months;
  - identify potential gaps in light of incidents that have occurred since the previous meeting (i.e. lessons learned) or changes in project activities; and
  - develop appropriate solutions to rectify identified gaps.
2. The success of this Emergency Plan lies in the co-ordination of any response. The Emergency Management Team is responsible for the implementation of the appropriate responses during any emergency situation. Every member of the Emergency Management Team must know exactly what is expected from him/her and must take responsibility for the work allocated to them.

#### 3.2 Emergency Manager (Manager HSE or delegate)

In the event of an emergency, the Manager HSE (or delegate) shall assume the role of Emergency Manager.

The Emergency Manager is responsible for the overall co-ordination of an emergency situation. Duties include:

1. Assume overall control of the incident.
2. Delegate all actions to be taken.
3. Set up a control post in an area which is likely not to be endangered by any spread of the incident (e.g. fire) and in an area which is most likely to be passed through by arriving Emergency Response staff.
4. Activate Control Centre (switchboard) to phone staff concerned to get emergency team together.
5. Give clear instructions.
6. Provide resources requested by ERT members. This may range from additional personnel to equipment (e.g. cranes, forklifts, trucks) to site security for crowd control.
7. Order immediate evacuation of the area if necessary and check that all areas have been evacuated.
8. Monitor people entering and leaving the area.
9. Allow only necessary staff and emergency services to enter the area.

10. Do not leave the control centre as all of the Emergency Officers and Emergency Services must report to the control point about the situation.
11. Any person leaving the area must tell the control centre so that unnecessary searches are prevented.
12. Liaise with MML senior management as required to:
  - a. Assist the Managing Director in keeping Corporate Management informed of the situation.
  - b. Provide strategic direction to the response.
  - c. Coordinate the financial implications of the incident, ensuring sufficient finances are made available to mobilise additional resources should they be required.
  - d. Provide input to MML's media strategy.
  - e. Provide support to families of affected personnel
13. Liaise with the Government of Sierra Leone (GOSL) and pertinent regulators.

### **3.3 Safety Superintendent**

The MML Safety Manager (SM) has direct control of everyone in the assigned area of an SLM incident, including fires, spills, vehicles incidents, injuries, etc.

For contractor incidents, upon request the MML Safety Superintendent shall provide aid up to and including assuming control of the incident area.

The SM shall:

1. Immediately take the lead on managing the incident:
  - a. Obtain understanding of the incident and exposures.
2. Ensure safety is first priority of all responses.
3. Determine if all personnel are accounted for.
4. Make the site safe as required:
  - a. Isolate power, fuel and other potential hazards where safe to do so, i.e. switch off at the distribution board.
  - b. Close all gas valves and close the main valve and cylinders.
  - c. Where safe to do so, organize the removal, protection or security of hazardous materials, e.g. oxygen cylinders
  - d. Evacuate area as required (i.e. work areas and buildings). Ensure that affected buildings have been evacuated, including room by room check.
  - e. Set up cordon/safety exclusion zone to keep onlookers at a safe distance
5. Identify resources required to respond and mobilize the MML emergency response team (ERT).



- a. Identify whether additional response resources are required
- b. Identify whether additional technical advice is required
6. Ensure that the EM is aware of the incident and brief on situation.
  - a. The EM is to be kept briefed at regular intervals as agreed between SM and EM.
  - b. Notify EM of any additional resources that may be required in addition to the ERT
7. Liaise with medical officer on injured and requirements for medical treatment and transport from site to medical facilities.
8. If fire, attempt to extinguish with available firefighting equipment or to keep under control until the MML ERT arrives.
  - a. Close windows, doors, opening, covers, etc.
9. For spills, attempt to halt flow and spread of material from source (i.e. shut valves, create bunds, block drains).
10. Organise and coordinate ERT actions and responses.
  - a. Only allow ERT personnel to go into the incident area if they have been properly informed of the situation and appropriate safety precautions.
11. Stay on site (or appoint delegate) until the emergency is assessed as over, as agreed with the EM.

### **3.4 Medical Officer**

The Medical Officer is responsible for the overall co-ordination of any medical response required, including:

1. Appoint staff to help give first aid to the injured.
2. Prioritize injured to be evacuated to the correct assembly point.
3. Classify injured into different categories to determine who is to be treated first using the following TRIAGE Colour Code:
  - Priority 1 - **RED** - Life threatening injuries.
  - Priority 2 - **YELLOW** - Serious injuries but not life threatening.
  - Priority 3 - **GREEN** - Smaller injuries that can wait.
  - Priority 4 - **BLUE** - Dead or dying.
  - a. The following factors should be looked at when exercising TRIAGE:
    - Seriousness of injury.
    - Type of injury.
    - Life Expectation.

- Total amount of casualties.
- 4. Assessment of the injured must be ongoing as the triage category may change with casualties stabilizing or deteriorating.
- 5. Liaise with ambulance personnel to move the injured to the MML clinic.
- 6. Treat the less badly injured, priority 3, and move them to a safe area.
- 7. See to fatalities if any.
- 8. Help and assist the ERT but do not get in their way.
- 9. Co-ordinate resources and request additional help via the Safety Manager as required.

### **3.5 *Emergency Response Team***

1. Ensure safety is first priority of all responses.
2. Receive briefing on incident from the SM before going to incident site;
  - a. Ensure awareness/understanding of the hazards that may occur (e.g. gas, explosive vapour, fire risk and dangers when using response equipment or chemicals).
3. Test communications.
4. Be aware of muster points, evacuation routes and on site alerting system.
5. Be aware of danger/exclusion zones and the areas where entry is forbidden.
6. Know what actions to take if someone is injured (i.e. first aid).
7. Deploy response equipment as instructed.
8. Observe correct safety procedures for handling equipment, etc.
9. Know the locations and tasks of others on site and ensure that they are aware of your location and task.
10. Regularly reassess safety hazards to yourself and to other team members.
11. Recover and clean equipment and if necessary repair all equipment after use.
12. Clean/decontaminate at a pre-identified site.
13. Report any damage to equipment or replacement materials required to the SM.
14. Participate fully in debrief.

### **3.6 *Evacuation Officer***

This person is identified in every building of the operation. Initiates the evacuation procedure, ensure all members of that section have evacuated and does a roll call at emergency assembly point and informs SM if any member of staff compliment is missing.

The Evacuation Officer indicates a safe place where staff can gather, i.e. emergency assembly point or other area outside the place of work/area of the incident. The Evacuation Officer shall:

- a) Take employees to the nearest fire exit as indicated on the evacuation plan.
- b) Render assistance to the frail and injured employees.
- c) Reassure employees – STAY CALM.
- d) Assure that all employees have left the building. Keep head count of employees and visitors.
- e) Ensure that no one returns to their offices or building before it has been declared safe by the Emergency Manager.
- f) Assist the ERT as requested; but does not get in their way.
- g) Make use of the EMERGENCY EVACUATION PROCEDURE to get employees and visitors out of the building to the buildings designated assembly point.

### **3.7 Emergency Response Resources**

SLM have the following emergency responses resources:

#### **1. Personnel:**

- 1 X Safety Manager – response for both leading responses and training of personnel on site 24/7
- 2 X paramedics (Advanced life support) on site 24/7
- 1 X doctor on site 24/7
- 2 x nurses on site 24/7
- 5 X full time emergency response personnel on site 24/7

In addition to the full time emergency response personnel listed above, SLM has access to a number of specialist personnel in a variety of fields that can be mobilized to aid in a response. These include security personnel for aiding in securing an exclusion zone at the incident site, heavy equipment operators and specialist staff (e.g. electricians, environmental staff, safety staff) that can provide additional technical advice.

#### **2. Equipment:**

- Firefighting equipment including breathing apparatus and foam.
- High angle rescue equipment.
- Vehicle rescue – full range of Holmatro rescue tools and high pressure bags.
- 1 X Fire truck water capacity of 3000 litres.
- 1 X rescue vehicle.

- 3 x security boats.
- Spill response kits.
- Medical clinic at mine site and Thofayim.
- 2 x ambulances.
- First aid kits.
- Extinguishers.
- Spill response kits.

SLM barging and transshipment contractors

- Tugs with fire monitors.
- On board spill equipment.
- First aid equipment.

#### 4 EMERGENCY PROCEDURES FOR MAIN RISKS

Emergency Procedures have been developed for each of the main risk scenarios identified by a risk assessment exercise undertaken for the Marampa Project. The purpose of these procedures is not to detail exact measures for every scenario as this is known to be impractical. Response personnel must be able to develop *in situ* the specific response strategies for individual scenarios, whilst relying on the generic guidelines and support measures described in this plan.

Emergency Procedures have been developed for:

- a) General Injury
- b) Fatality
- c) Fire/Smoke
- d) Explosion
- e) Chemical/Fuel Spill - terrestrial
- f) High Angle Rescue
- g) Man overboard
- h) Capsized vessel
- i) Vehicle rescue
- j) Vehicle fire
- k) Confined space rescue
- l) Structural entrapment

Note that the transshipment and barging contractors each have their own SOPEP (ship oil pollution emergency plan) as required by MARPOL as well as other emergency response plans for injuries and fires.

<b>EMERGENCY PROCEDURE - GENERAL INJURY</b>
<b>First On Scene/All personnel</b>
<ul style="list-style-type: none"> <li>Raise the alarm (report location, type and extent of incident) with Security Control Centre (SCC) <b>099-700-xxx</b></li> <li>Assist with providing first aid if trained to do so</li> <li>Assist patient to clinic if only slightly affected/injured or to a safe area</li> <li>Guide people away from the patient</li> <li>Stay with patient until Medical staff arrive</li> </ul>
<b>Safety Manager</b>
<ul style="list-style-type: none"> <li>Notify the Medical Officer of incident and provide briefing (if not done already by SCC)</li> <li>Assist with attending to injures where applicable</li> </ul>

## EMERGENCY PROCEDURE - GENERAL INJURY

- Notify Emergency Manager of injured
- Ensure safety of the emergency scene
- Communicate any deficiencies or change of scene dynamics to Medical Officer
- If minor injury and patient can be moved assist with moving patient to a safe area
- Consider further evacuation as deemed necessary by Emergency Manager
- Assist in investigating the incident and reviewing the procedure/actions

### Medical Officer

- Mobilize appropriate resources
- Treat the injured and apply medical treatment.
- Ensure transfer of patient to Medical Facility where necessary
- Assist with arrangements of medical evacuation if and when applicable – advise Safety/Emergency Manager of necessity
- Hand over scene to Health and Safety department for further investigation
- Attend and participate in debrief
- Assist in investigation the incident and reviewing the procedure/action
- Assist with additional offsite medical assistance if and where required
- Arrange notification of next of kin (should this be necessary)
- Conduct debrief
- Assist in investigating the incident and reviewing the procedures/actions

## EMERGENCY PROCEDURE - FATALITY

### First On Scene/All personnel

- Raise the alarm (report location, type and extent of incident) with Security Control Centre (SCC) **099-700-xxx**
- Assist with providing first aid if trained to do so – **DO NOT** assume fatality until Medical Officer confirms.
- Guide people away from the scene
- Stay with patient until Medical Officer arrives
- Remain calm at all times
- Ensure that no one go close to the scene as it needs to be kept clear for investigation purposes
- Ensure that there are no more hazards around (report if any)
- Assist those that require assistance and render first aid if trained to do so

### Medical Officer

## EMERGENCY PROCEDURE - FATALITY

- Mobilize resources for injury, including ambulances
- Ensure scene safety first
- Undertake triage assessment
- Attend to any emergency medical treatment that may be required
- Get additional help if need be
- Ensure if there are definitely no signs of life before any conclusion is reached
- Cover the deceased body once the conclusion is made and immediately notify the Safety Manager and Emergency Manager
- Hand over the deceased to the police or relevant officials
- If need be, assist with the transportation of the deceased to the morgue
- Assist in investigating the incident and reviewing the procedure
- Arrange with the Liaison Officer or relevant people to hire counsellor or psychologist especially for the people that are directly affected by the incident
- Hand over the scene to relevant person for further investigations

### Emergency Manager

- Keep ongoing communications with General Manager Human Relations and Community Relations or delegate as to a situation update
- Notify relevant Authorities
- Assist in investigating the incident and reviewing the procedures/actions taken

### General Manager Human Relations and Community Relations

- Notify next of kin and provide support as required to family and as outlined in the relevant HR and CR policies

## EMERGENCY PROCEDURE - GENERAL FIRE/SMOKE

### First On Scene/All personnel

#### 1. Upon discovery of Fire and Smoke

- Raise the alarm (report location, type and extent of incident) with Security Control Centre (SCC) **099-700-xxx**
- Raise the alarm with personnel in the immediate vicinity, including designated Evacuation Officer

#### 2. Upon being notified of Fire or Smoke in a building

- Evacuate area following the Evacuation Procedure
- Switch off air-conditioning and any other electrical/fuel operated appliances.
- Close doors and windows in immediate proximity
- Contain the fire with the **correct** extinguisher if trained to do so
- Assist those that require assistance and render first aid if trained to do so
- If there is smoke move under the level of the smoke and cover nose and mouth
- Proceed to the Designated Assembly point and respond to roll call
- Await further instruction

## EMERGENCY PROCEDURE - GENERAL FIRE/SMOKE

### Emergency Manager

- Activate the Evacuation order or Alarm/Signal
- Notify Safety Manager, Medical Officer and Evacuation Officer
- Review chemical/explosion risks for site
- Order Partial or full evacuation
- Order all managers/Supervisors to check their respective areas are clear
- Ensure ERT extinguish/control fire.
- Ensure ERT conduct a full search for missing people
- Ensure a roll call is conducted at all Assembly points
- Gather results from roll call
- Order an all clear at end of incident

### Safety Manager

- Direct and coordinate emergency efforts
- Review chemical/explosion risks for site
- Ensure all electrical/fuel operated appliances are switched off
- Call out local resources as necessary (fire, etc)
- Extinguish fires or keep them under control.
- Rescue trapped or injured personnel
- Provide search and rescue for any missing persons
- Ensuring that fire team members do not work alone.
- If the fire gets out of control, evacuate immediately.
- Direct emergency response teams to assist with rescue or evacuation as necessary
- Consider further evacuation as deemed necessary by Emergency Manager
- Report to muster area after fire extinguishment/search is completed
- Assist in investigating the incident and reviewing the procedure

### Medical Officer

- Mobilize appropriate resources
- Act quickly and organized.
- Attendance to casualties as necessary
- Attend to any medical treatment which may be required
- Assist with further evacuation of personnel as required
- Provide all clear to Emergency Manager

## EMERGENCY PROCEDURE - EXPLOSION (RISK)

### First On Scene/All personnel

#### RAISE ALARM OF RISK OF EXPLOSION

- Raise the alarm (report location, type and extent of incident) with Security Control Centre (SCC) **099-700-xxx**



<b>EMERGENCY PROCEDURE - EXPLOSION (RISK)</b>
<ul style="list-style-type: none"> <li>• Raise the alarm with personnel in the immediate vicinity, including designated Evacuation Officer</li> <li>• Ensure risk of explosion (if known) is communicated to Security Control Centre by phone/radio and to the Safety Manager/first responders upon arrival at scene</li> <li>• Follow evacuation procedure</li> </ul> <p><b>ACTUAL EXPLOSION:</b></p> <ul style="list-style-type: none"> <li>• Raise the alarm with Security Control Centre and Emergency Manager if possible</li> <li>• If trained in first aid, assist seriously injured casualties (do not move seriously injured or unconscious people, unless qualified to do so, or unless casualty's life is further endangered)</li> <li>• Guide all people away from the affected area</li> <li>• Guide injured people to designated assembly point and use as the first aid area</li> <li>• Undertake roll call to identify whether personnel accounted for</li> </ul>
<b>Emergency Manager</b>
<ul style="list-style-type: none"> <li>• Notify all emergency teams</li> <li>• Assess risk of (further) explosion(s) using information of material types at site, events to date, and decide whether to send response teams into area of risk.</li> <li>• Consider not to use nominated assembly points if exposed to explosion risk</li> <li>• Gather results from roll call</li> <li>• Order an all clear at end of incident</li> </ul>
<b>Safety Manager</b>
<ul style="list-style-type: none"> <li>• Mobilize appropriate resources</li> <li>• If directed into area of risk, extinguish fires or keep them under control.</li> <li>• If directed into area of risk, rescue trapped or injured personnel</li> <li>• Act quickly and organized.</li> <li>• Keep in constant communication with Emergency Manager</li> <li>• Provide search and rescue for any missing persons</li> <li>• Attend to any medical treatment which may be required</li> <li>• Assist with further evacuation of personnel as required</li> <li>• Request location information from missing persons last known position</li> <li>• Advise personnel to stay at Assembly points and stay calm</li> <li>• Provide all clear to Emergency Manager</li> <li>• Report to Assembly Point after search is completed</li> </ul>
<b>Medical Officer</b>
<ul style="list-style-type: none"> <li>• Mobilize appropriate resources</li> <li>• Act quickly and organized.</li> <li>• Attendance to casualties as necessary</li> <li>• Attend to any medical treatment which may be required</li> <li>• Assist with further evacuation of personnel as required</li> <li>• Provide all clear to Emergency Manager</li> </ul>

## EMERGENCY PROCEDURE - LAND SOURCED CHEMICAL/FUEL SPILL

### First On Scene/All personnel

#### RAISE ALARM

- Raise the alarm (report location, type and extent of incident) with Security Control Centre (SCC) **099-700-xxx**. The following information needs to be given to Security Control Centre,
  - type of contaminant (fuel),
  - estimated quantity,
  - location of the spill ,
  - affected area e.g. service ground , marshland , rivers etc.
- Raise the alarm with personnel in the immediate vicinity, including designated Evacuation Officer
- Ensure risk of explosion (if known) is communicated to Security Control Centre by phone/radio and to the Safety Manager/first responders upon arrival at scene
- If in a building or container close all doors and windows, switch off air cons and fans
- Switch off vehicle ignition, or power supply to bowser pumps
- Avoid toxic gases and protect airway
- Don't step in the spill
- If possible close all drains and valves
- Use spill kits if trained to do so
- Move to a safe location which must be also up-wind and if possible uphill
- Assist those that require assistance and render first aid if trained to do so
- No smoking or naked lights. Ensure all ignition sources (including vehicles) are kept well away from incident area
- Await further instructions Security Control Centre

#### Emergency Manager

- Notify Safety Manager and Medical Officer if not already done by SCC
- Order Partial or full evacuation
- Order all managers/Supervisors to check their respective areas are clear especially downwind from incident
- Gather all relevant information on site location, type of contaminant, estimated quantity and affected area.
  - Ensure weather conditions are known – rainfall, wind speed/direction, temperature
- Get as much information on the MSDS of the contaminant and relay information to SM/ERT
  - Notify Environmental Manager to start monitoring program and aid in spill clean-up
- Determine communication requirements e.g. communication devices as some contaminants require intrinsically safe equipment

## EMERGENCY PROCEDURE - LAND SOURCED CHEMICAL/FUEL SPILL

- Ensure Evacuation Officer conduct a full search for missing people
- Order an all clear at end of incident
- Post security guards to ensure no entry by unauthorized people
- Ensure all valuable information is gathered on ways and means of containment and clean up.

### Medical Officer

- Direct and Coordinate medical staff, First Aiders and Evacuation Teams
- Determine safety zone with SM and evacuate accordingly
- Establish a field hospital for casualties contaminated until they could be decontaminated and cleared to other human exposure
- If poisoning is suspected contact WHO Sierra Leone for guidance if required: Subura Kamara 076 611 xxx or kamaras@sl.afro.who.int or alternatively the Office of National Security Mary Mye Kamara on 076 615 xxx
- Consider further evacuation as deemed necessary by EM
- Assist in investigating the incident and reviewing the procedure

### Safety Manager

- Mobilize appropriate resources to contain spill
  - Close valves
  - Block drains
  - Mobilise earth moving equipment
- Identify hazardous situations associated with the incident
- Establish the immediate priorities - people, containment, fire risk, environment.
- Determine PPE requirements according to MSDS
- Determine if evacuation is needed and set exclusion zone in conjunction with EM/Medical Officer
- Determine an incident action plan, taking into consideration weather; rainfall, temperature, wind velocity and direction.
  - Brief ERT
  - Establish safety zones and control zones, i.e. de-contamination area, triage area, rest area etc.
  - Establish a staging area
- If flammable, control risk with foam fire blanket
- Request additional resources to assist with containment and clean up
  - In conjunction with Environment Manager, determine the method of disposing of the hazardous material.
- Provide all clear to EM
- Report to staging area after containment and clean-up is conducted
- Ensure ERT decontaminate equipment and ensure replacement spill kits are organised
- Assist in investigating the incident and reviewing the procedure

<b>EMERGENCY PROCEDURE - HIGH ANGLE RESCUE</b>	
<b>First On Scene/All Personnel</b>	
	<ul style="list-style-type: none"> <li>• Raise the alarm (report location, type and extent of incident) with Security Control Centre (SCC) <b>099-700-xxx</b>.</li> <li>• Don't attempt any rescue methods to save the casualty, wait for ERT</li> <li>• Apply first aid if and where applicable and if trained to do so</li> <li>• Await further instructions from the SM</li> </ul>
<b>Emergency Manager</b>	
	<ul style="list-style-type: none"> <li>• Notify all relevant personnel and provide an update of the situation</li> <li>• Implement safety measures</li> <li>• Gather results from roll call of incident</li> <li>• Order an all clear at end of incident</li> </ul>
<b>Safety Manager</b>	
	<p>Notify the EM as required</p> <ul style="list-style-type: none"> <li>• Determine an incident action plan, taking into consideration location, weather, hazards. <ul style="list-style-type: none"> <li>○ Brief ERT</li> <li>○ Establish control zones.</li> <li>○ Establish a staging area</li> </ul> </li> <li>• Assess whether casualty requires medical attention and notify Medical Officer accordingly.</li> <li>• Use double rope technique and suitable secure anchor points</li> <li>• Each line to have its own anchor point</li> <li>• Each member to inspect harness and anchor points prior to operation</li> <li>• Lower/hoist Rescuer 1 to patient</li> <li>• Lower/hoist Rescuer 2 to patient if and where necessary</li> <li>• Rescuer 1 to assess the patient and prepare to hoist/lower</li> <li>• Secure the victim by harness or basket stretcher</li> <li>• Riggers to setup frame or hoisting system</li> <li>• Patient and Rescuers to be secured before hoist/Lower</li> <li>• Hoist/lower Rescuer 1 and patient to safety.</li> <li>• Hoist/lower Rescuer 2 to working area where it is safe</li> <li>• Once Rescuers and patient are off and away from danger zone the patient need to be treated and thoroughly examined.</li> <li>• Rescue crew start make up procedure</li> <li>• Provide all clear to Emergency Manager</li> <li>• Report to Muster area after Rescue and Search is conducted</li> <li>• Consider further evacuation as deemed necessary by General Manager HSE</li> <li>• Assist in investigating the incident and reviewing the procedure</li> <li>• Assess a safety risk associated within the incident</li> </ul>
<b>Medical Officer</b>	

### EMERGENCY PROCEDURE - HIGH ANGLE RESCUE

- Remain on standby during recovery of casualty
- Direct and coordinate medical staff
- Assist in investigating the incident and reviewing the procedure

### EMERGENCY PROCEDURE - MAN OVER BOARD

#### First On Scene/Ship's captain

- As soon as person confirmed as missing from boat notify captain of vessel.
  - If person seen going overboard immediately throw life ring to person then notify captain
  - Captain to note location on GPS
- Captain to immediately proceed to last location or sighting of man overboard (MOB) - notes on course and times to be plotted
- Access environmental conditions (wind, sea state, tide, current speed/direction, visibility)
- Establish effective communications with any vessels at location of MOB
- Raise the alarm if MOB not sighted on return to site and recovery immediate with SLM Security Control Centre (SCC) **099-700-xxx**. Confirm number of MOB.
- Stay on search and await further directions

#### Emergency Manager

- Notify SLM Project vessels available to aid in search and rescue for MOB
  - SLM security vessels
  - Tugs
  - Contractor vessels
- Acquire additional resources if necessary - Fast Boats, Ambulances, External resources
- Liaise with HR GM with regards to missing person

#### Safety Manager

- Direct and coordinate search for MOB by vessels
- Establish search area based on available information regarding tide, current speed and directions, wave and knowledge of person lost (swimming ability, wearing life jacket when lost, state of mind, etc)
- Request additional resources from EM as required to search identified area.
- Direct ERT to assist with rescue and recovery of MOB
- Assist in investigating the incident and reviewing the procedure

#### Medical Officer

- Remain on standby during recovery of casualty
- Direct and coordinate medical staff
- Assist in investigating the incident and reviewing the procedure

## EMERGENCY PROCEDURE - CAPSIZED/MISSING VESSEL

### First On Scene/All personnel

- If a vessel is seen capsizing, immediately notify captain
  - Captain to proceed to assist stricken vessel immediately if safe to do so, with crew on standby with emergency response/recovery equipment ready for deployment.
  - Refer to MOB procedure
  - Ascertain number of people on vessel and do head count
- Captain of vessel in process of capsizing to raise alarm via radio, mobile phone or other means (e.g. flares) noting time, location, crew numbers, sea conditions, ship state, etc.
- SLM project vessels to respond to distressed vessels or alarms raised of missing vessels:
  - Captain to proceed to last location or sighting of missing vessels - notes on course and times to be plotted
  - Access environmental conditions (wind, sea state, tide, current speed/direction, visibility)
  - Establish effective communications with any vessels at location of MOB
- As soon as vessel confirmed as missing/capsized raise alarm with SLM Security Control Centre (SCC) **099-700-xxx**.
- Stay on search and await further directions

### Emergency Manager

- Establish actual location of missing/capsized vessel or last known point
  1. Refer to GPS tracking system for SLM vessels
  2. If not on GPS system, establish last known vessel speed, last known location, departure point/time, destination point and ETA
- Establish number of persons on board
- Establish cargo and quantity of fuel/oil/chemicals on board and potential for spill response
- Acquire additional resources requested by SM - spill response kit, helicopter, tugs, fast boats, salvage crews, tugs, medical response, external resources
- Mobilise Environment Manager to start monitoring program and to aid in spill response and clean-up.
- Liaise with HR GM with regards to missing persons
- Notify regulators and request additional support if required with local police force / Navy / Civilian Maritime Operations

### Safety Manager

- Direct and coordinate search for missing/capsized vessel
- Establish search area based on available information regarding tide, current speed and directions, sea state
- Request additional resources from EM as required to search identified area.
- Direct ERT to assist with rescue and recovery of missing persons
- Assess potential for spill *in situ* and stability of stranded vessel

<b>EMERGENCY PROCEDURE - CAPSIZED/MISSING VESSEL</b>
<ul style="list-style-type: none"> <li>• Recommend additional actions required to stabilize vessel and prevent/contain spill</li> <li>• Assist in investigating the incident and reviewing the procedure</li> </ul>
<b>Medical Officer</b>
<ul style="list-style-type: none"> <li>• Remain on standby during recovery of casualties</li> <li>• Direct and coordinate medical staff</li> <li>• Assist in investigating the incident and reviewing the procedure</li> </ul>

<b>EMERGENCY PROCEDURE - VEHICLE RESCUE</b>
<b>First on Scene/All Personnel</b>
<ul style="list-style-type: none"> <li>• Raise the alarm, call Security control centre (SCC) <b>099-700-xxx</b>(Report location types of vehicles how many involved)</li> <li>• Assist with providing First Aid if trained and safe to do so</li> <li>• Stay at the scene with injured person/s until help arrives if safe to do so</li> <li>• Secure area as far as practicable to warn other traffic using reflecting signs and vehicles with flashing lights</li> </ul>
<b>Emergency Manager</b>
<ul style="list-style-type: none"> <li>• Establish contact with Emergency Response Team and provide support information.</li> <li>• Contact the necessary Professional Emergency Services where necessary</li> <li>• If necessary depending on injury order evacuation</li> <li>• Assist with additional offsite medical assistance if and where necessary</li> <li>• Conduct debrief</li> <li>• Assist in investigating the incident and reviewing the procedures/ actions</li> </ul>
<b>Medical Officer</b>
<ul style="list-style-type: none"> <li>• Check and account for injured/involved persons</li> <li>• Treat the injured and apply medical treatment as per scope of practice</li> <li>• Ensure transfer of patient(s) to appropriate medical facility</li> <li>• Assist with arrangements of evacuation if and when applicable</li> <li>• Hand scene over to HSE department for further investigation</li> <li>• Communicate deficiencies or change in scene dynamics to rescue team</li> <li>• Assist in investigating the incident and reviewing the procedure/ actions</li> </ul>
<b>Safety Manager</b>
<ul style="list-style-type: none"> <li>• Check scene safety initiate procedure to protect the scene, including risk of fuel spill</li> <li>• Stabilize the vehicle(s) as required</li> <li>• Brief ERT <ul style="list-style-type: none"> <li>○ Develop and describe action plan</li> </ul> </li> <li>• Ascertain whether patient(s) is/are trapped</li> <li>• Initiate rescue procedures and extricate casualties</li> <li>• Insure that fire extinguishers are properly placed</li> </ul>

- Determine the extent of injuries initiate immediate care when access has been established
- Co-ordinate rescue team efforts in removing patient(s) from vehicle using approved extrication methods, equipment and techniques
- Ensure spilled fuel is cleaned up (refer to EP for fuel spills)
- Participate in debrief
- Assist in investigation of the incident and reviewing the procedure/action

<b>EMERGENCY PROCEDURE - VEHICLE FIRE</b>	
<b>First On Scene/All Personnel</b>	
<ul style="list-style-type: none"> <li>• Raise the alarm, call security control centre (SCC) 099-700-xxx(Report location, types/number of vehicles, people involved)</li> <li>• Assist with providing first aid if trained and safe to do so</li> <li>• Use vehicle mounted fire extinguishers if trained and safe to do so</li> <li>• For those heavy vehicles with fire suppression systems, activate manually if automatic trigger has not activated</li> <li>• Stay at the scene with injured person(s) until help arrives if safe to do so</li> </ul>	
<b>Emergency Manager</b>	
<ul style="list-style-type: none"> <li>• Establish contact with Emergency Response Team and provide support information.</li> <li>• Mobilise additional resources as requested by SM</li> <li>• Notify Environment manager in event of risk of spill or fire runoff reporting to creeks</li> <li>• Conduct debrief</li> <li>• Assist in investigating the incident and reviewing the procedures/actions</li> </ul>	
<b>Medical Officer</b>	
<ul style="list-style-type: none"> <li>• Check and account for injured/involved persons</li> <li>• Treat the injured and apply medical treatment as per scope of practice</li> <li>• Ensure transfer of patient(s) to appropriate medical facility</li> <li>• Assist with arrangements of evacuation if and when applicable</li> <li>• Hand scene over to HSE department for further investigation</li> <li>• Communicate deficiencies or change in scene dynamics to rescue team</li> <li>• Assist in investigating the incident and reviewing the procedure/actions</li> </ul>	
<b>Safety Manager</b>	
<ul style="list-style-type: none"> <li>• Check scene safety initiate procedure to protect the scene</li> <li>• Initiate fire fighters with portable fire extinguishers to attack fire immediately</li> <li>• Initiate and instruct fire fighters to run 45mm hose from pump to fire and initiate water attack <ul style="list-style-type: none"> <li>○ Assess risk of runoff fire water reporting to creeks and take measures to contain where possible.</li> </ul> </li> </ul>	



## EMERGENCY PROCEDURE - VEHICLE FIRE

- Assess risk of fuel/oil spill reporting to creeks and take measures to contain where possible as a priority – mobilise earth moving equipment if required to build earth bund.
- Ensure that fire is out before recalling fire fighters
- Assess any spill of fuel and ensure it is cleaned up (Refer to EP for fuel/chemical spills)
- Participate in debrief
- Assist in investigation of the incident and reviewing the procedure/action

## EMERGENCY PROCEDURE - CONFINED SPACE

### First On Scene/All Personnel

- Raise the alarm, call Security control centre (SCC) **076 725 xxx**  
(Report location of confined space and how many people are trapped)
- Assist with providing First Aid on any personnel who are outside the confined if trained and safe to do so
- Stay at the scene with injured person(s) until help arrives if safe to do so
- **DO NOT ATTEMPT TO RESCUE DOWNED PERSON/PEOPLE ARE STILL TRAPPED IN A CONFINED SPACE**

### Emergency Manager

- Establish contact with Emergency Response Team and provide support information.
- Mobilise additional resources as requested by SM
- Conduct debrief
- Assist in investigating the incident and reviewing the procedures/actions

### Medical Officer

- Mobilise medical staff to incident site and remain on standby
  - Ascertain potential issues with air quality of confined space to aid in targeting treatment, e.g. CO<sub>2</sub>, fumes, gases, temperature?
- Once extracted, apply medical treatment and remove from site to clinic
- Ensure transfer of patient(s) to appropriate medical facility
- Assist with arrangements for evacuation if and when applicable
- Communicate deficiencies or change in scene dynamics to rescue team
- Assist in investigating the incident and reviewing the procedure/actions

### Safety Manager

- Check scene safety - initiate measures to secure the site
- Brief ERT
  - Check air in confined space, CO<sub>2</sub>, CO, etc
  - Develop and describe action plan
- Initiate ERT with BA (Breathing Apparatus) and safety lines to recover casualty
- Ensure that confined space rescue procedures are followed

### EMERGENCY PROCEDURE - CONFINED SPACE

- Conduct further investigation once scene made safe – communicate identified hazards to GM HSE including air quality monitored.
- Participate in debrief
- Assist in investigation of the incident and reviewing the procedure/action

### EMERGENCY PROCEDURE - STRUCTURAL ENTRAPMENT

#### First On Scene/All Personnel

- Raise the alarm, call Security control centre (SCC) **076 725 xxx**  
(Report location of confined space and how many people are trapped)
- Assist with providing First aid if trained to do so
- Stay at incident scene with injured person until help arrives if safe to do so
- **DO NOT ATTEMPT TO REMOVE ENTRAPPED PERSON/PEOPLE**

#### Emergency Manager

- Establish contact with Emergency Response Team and provide support information.
- Mobilise additional resources as requested by SM
- Conduct debrief
- Assist in investigating the incident and reviewing the procedures/actions

#### Medical Officer

- Mobilise medical staff to incident site and remain on standby
  - Ascertain potential injuries of entrapped person/people and stabilise if safe to do so
- Once extracted by ERT, treat the injured and apply medical treatment
- Ensure transfer of patient(s) to appropriate medical facility
- Assist with arrangements of evacuation if and when applicable
- Communicate deficiencies or change in scene dynamics to rescue team
- Assist in investigating the incident and reviewing the procedure/actions

#### Safety Manager

- Check scene safety - initiate measures to secure the site
  - Check for any hazards
  - Stabilize the structure as required
- Brief ERT
  - Develop and describe action plan
- Extricate trapped persons
- Attend and participate in debrief
- Assist in investigation the incident and reviewing the procedure/action

## 5 EVACUATION PROCEDURE

All staff must be aware of the possible escape routes prior to the emergency situation. Always assure safety of the assembly point prior to evacuation.

Emergency Manager will give instruction or the alarm will sound to evacuate a specific area.

- All staff that are appointed as Evacuation Officers must assist with the evacuation.
- Follow the instructions of the Evacuation Officer.
- Follow the directional pointers to the nearest emergency exit.
- Evacuate according to the emergency layout plan.
- Always evacuate to the bottom of the building ,only in extreme cases to the top.
- First evacuate the mobile employees then the frail and the injured.
- Evacuation personnel should work in pairs where possible to assist one another lifting heavy injured employees.
- Help mobile employees who are struggling or appear unsure.
- Walk briskly but do not run.
- Stay calm, do not panic. Panic can spread and cause unnecessary chaos.
- Remember crawling is sometimes better than walking. (Fire & Smoke)
- Do not forget that visitors may be disabled too and may need help.
- Assist visitors that are not familiar with the evacuation procedure.
- Keep record of staff and visitors
- Do not take unnecessary risks.
- Do not obstruct the task of the Emergency Response Team
- Carry out a search / check before leaving the area.
- Evacuation officer is the last one to leave the area.
- All to report directly to the buildings designated assembly point
- Do not return to the building until it has been declared safe.
- Report to the General HSE.



<b>Task/Questionnaire</b>	<b>Yes</b>	<b>No</b>	<b>Notes</b>
Was Assembly point effectively indicated?			
Are evacuation plans and instructions posted effectively?			
Did anybody collect any unnecessary things?			
Are responsible persons clearly identifiable?			
Was roll-call taken			
Was a report forwarded to Emergency Personnel?			
Time when all employees was evacuated?			
Were any emergency action taken by residing teams?			
First Aid/Fire/Other			
Was all clear instructions given?			
Time of all clear instruction.			
Was all clear instruction effective and audible?			
Did all employees return to work?			
General attitude of evacuees.			
Was security matters addressed?			
Was communication with team effective?			
Was communication with Emergency Services effective?			
General comments on evacuation.			
Did Emergency services respond?			
Time off arrival?			
Comments on actions of Emergency services.			
Time incident under control.			
Comments on action after control.			
General comments on exercise: Risk/Identity Follow-up required			
Was any previous exercises performed and when?			

## 6 EMERGENCY PLANNING

1. Fire and evacuation drills should be conducted at frequent intervals to keep staff informed and so that in the event of a fire there is no panic and staff know exactly what procedure to follow.
2. Ensure that all staff are familiar with the working of the firefighting equipment and where it is installed.
3. Firefighting equipment should be checked at least monthly to ensure that the extinguishers have not lost pressure and also fire hoses have not been tampered with.
4. The ERT shall ensure that equipment required for an emergency response is available and in good working order. The emergency equipment will be located in the demarcated areas. All additional equipment will be stored in a dedicated store. The ERT must be supplied with compatible communication equipment that has the capability to cover the entire area of responsibility.
5. Each department should be aware of the potential dangers in their Department.
6. Good housekeeping and safe habits reduce fire hazard.
7. Be prepared to identify and report foreign objects and suspicious persons.
8. The following must be always in every building:
  - a) Telephone
  - b) Fire Fighting equipment
  - c) First Aid equipment.
9. All ERT members shall be trained in their roles and duties to ensure properly managed emergencies in the workplace.
10. ERT shall cross train to account for leave and re-assignment.
11. ERT members will conduct training on a regular basis with the dedicated assigned employees for this task, during the development phase and after the ERT has been stood up.
12. Emergency drills for each area shall be conducted annually by department manager.
13. ERT site response drills/exercises shall be conducted no less than once quarterly. These drills/exercises may consist of either a desk top and or full scale exercise.
14. No information may be given to the news, media or any other organization not involved. Only management is allowed to give information to the media.

## **7 SOCIAL DISTURBANCES/INCIDENTS**

### **7.1 Description of Potential Situations**

#### **7.1.1 Demonstrations and Protests**

This type of action against MML will take the form of a group of protesters staging a demonstration. The demonstration may remain peaceful but would have the potential to turn violent. Violence would most likely consist of stone throwing; however, the possibility of a few individuals within the crowd with hidden firearms and/or petrol bombs may exist. Demonstrations of this nature generally attract individuals who are intent on looting.

#### **7.1.2 Civil Unrest**

Peace in communities around the MML surrounds may be disrupted as a result of Civil Unrest. Unrest may originate in MML itself, or a Town and District may be affected by a situation which has developed elsewhere. The disturbance would be unrelated to MML; however, significant unrest in the immediate environment may lead to groups of individuals taking advantage of the instability to initiate actions against the Company. This type of action will most likely consist of a large group converging on the concession area in the form of an angry crowd with the aim of vandalizing and looting.

#### **7.1.3 Military Threat**

The peaceful status of the district or the country as a whole might be threatened by military action originated by aggressors from outside the borders of Sierra Leone. In such a case Port Loko district may be the initial main target. MML can be perceived as a particular objective for the aggressors due to the established infrastructure and valuable assets.

#### **7.1.4 National Emergency (Coup d'Etat)**

The history of Sierra Leone and West Africa in the past has reflected a disposition towards military coups. This type of action generally leads to chaos, looting, reprisals, commandeering of private assets and evacuation of foreign nationals. A coup would originate in the capital and once consolidated in Freetown the local military units would come under direct command of the coup leaders. The military in Port Loko would take to the streets to pacify civilians. The Sierra Leone Police units may resist the coup, resulting in battles between the police and military forces.

### **7.2 Response to Social Incidents**

#### **7.2.1 Early Warning**

Early warning may be received via various methods of intelligence (should no early warning be received, proceed immediately to activation phase).

- a. All intelligence received by any party must be forwarded to the HOD Security or his designate for verification.
- b. The HOD Security or his designate will issue an early warning order to the General Manager, Heads of Departments, Doctor/Paramedic and the Security Department Personnel. The aim of the early warning order is to inform management of the possibility of a situation developing and to place the security department on an alert status.
- c. Management will analyse the current status, with regard to personnel and assets, within their respective areas of responsibility.
- d. The HOD Security or his designate is responsible for an in-depth analysis and evaluation of the information gathered (risk analysis).
- e. The HOD Security or his designate will utilize the evaluated information to make a realistic prediction regarding developments. Should it be determined that a situation is developing, the basic emergency plan will be activated.

### **7.2.2 Activation of Emergency Response**

Radio warning – the HOD Security or his designate will issue a general warning order via VHF radio.

Telephonic warning – the HOD Security or his designates will issue a warning order via cellular phone (alternative means VHF radio) to the relevant parties as below;

- a. The General Manager who will then in turn warn all HOD's and confirm that each has received the warning.
- b. The Doctor/Paramedic who will be on immediate standby with the ambulance.
- c. The Security sub-contractor/ Security Manager, who will ensure and confirm that the requisite authorities in Port Loko and Freetown are informed.
- d. The Security Manager will ensure that all members of the Reaction Force, including the OSD and Military, are informed and warned.
- e. The LUC SLP Port Loko Division, who will ensure that the stand-by units of the OSD are mobilized.
- f. The General Manager

### **7.2.3 Execution of Emergency Response**

**Phase 1 – Primary Assembly:** The first phase of execution will entail the assembly of personnel and assets at the primary assembly points. Assembly will occur in an orderly fashion with the aim of avoiding panic, confusion and also avoiding the abandonment of valuable equipment and assets.

**Phase 2 – Final Assembly:** The second phase of execution will entail the assembly of personnel and assets at the final assembly point. Equipment primarily assembled thus far at



the Main Office Parking area may stay at this location, depending on the situation on the ground, while personnel will be moved to the final assembly point.

**Phase 3 – Evacuation:** An evacuation of personnel will take place as determined by the level of threat to personnel safety and in the event that the situation does not normalize quickly. Two primary methods of evacuation are identified, namely by air (helicopter/ fixed wing) and by land (vehicle or foot). The method of evacuation will be determined by the situation on the ground but, due to the time factor, priority will be given to evacuation by air.

### *7.3 Awareness of the Government's role in Disaster management*

MML should be aware of the Government's role at the central and local level on disaster management and also keep these bodies informed of any emergencies. They can also be incorporated into the company's planning.

At the strategic level, the country has drafted a National Disaster Management Policy and National Disaster Preparedness and Response Plan. However, these instruments are not fully operational, and DRM has not been fully integrated in the development plans and strategic ministries, department, and agencies. The absorption capacity of the DRM structures should be considered

The DDM in collaboration with all 14 District Councils and with support from the United Nations Development Programme (UNDP) has established District Disaster Management Committees whose role is identifying, preventing and mitigating disasters at the local level, as well as in communicating risks and issues to the national level.

The DDMC is a multiorganizational grouping, which exists within each district, bringing together District Council leaders, security representatives, key local representatives, the health organizations and any active international partners within the area. It meets on a regular basis to support DM preparations and risk assessments and will stand up on a 24 hour basis during an emergency (NSSG, 2016). At the operational level, response is led by the District Emergency Operations Centre (DEOC). There are also Chiefdom Disaster Management committees. A typical Chiefdom Disaster Management Committee would consist of the following members:

- Paramount Chief
- ONS Coordinator
- Sierra Leone Police/ Chiefdom Police
- RSLAF
- Community Health Officer
- Religious Leader
- Youth Leader