OCEANAGOLD
HAILE OPERATION

Emergency Management Control Plan

HGM-250-PLN-037-1

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Exploration Manager	9
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1 PURPOSE

The purpose of the Emergency Management Control Plan (EMCP) is to identify the potential incidents that would require a response by personnel skilled and experienced in emergency events and ensure effective plans, processes and resources are in place to manage incidents and minimize the potential for harm including harm to people, property and the environment. This plan aims to comply with the requirements of the OceanaGold Health, Safety, and Environmental Compliance Standards (OGC HSE Compliance Standards), Mine Safety and Health Administration (MSHA) regulations and environmental legislation and allow seamless transition when external emergency services are requested to come to site to assist in managing the response.

The EMCP collates emergency response and management processes into one document to ensure all relevant information is readily available to prevent, protect against, respond to, recover from, and mitigate the effects of incidents.

The goal for Haile's Emergency Response Team is to respond to incidents within 5 minutes and to have external emergency services at the scene and in control within 20 minutes.

2 SCOPE

This plan applies to all personnel working or visiting OceanaGold Haile Operation ("Haile Operation") and all activities occurring on the Site. This plan has been reviewed in consultation with local emergency service providers.

This plan:

- Identifies potential incidents requiring an emergency response;
- Identifies internal and external response levels and associated responsibilities;
- Identifies potential emergencies that may require establishment of the Incident Management Team (IMT); and
- Categorizes notification processes.

3 DEFINITIONS

Term	Definitions
Action Plan	A document that describes how the response will be managed and how response agencies will integrate their activities to achieve the response objectives. It is owned by the Incident Controller, and developed by planning with participation of all the functions and agencies activated.
Debrief	A critical examination of an activity to acknowledge positive actions and identify actions for continued improvement.
Duty Card	Instruction specific to a person's role in the emergency response or incident management team.
Emergency	An unexpected event or series of circumstances that may endanger the health and safety of people, and/or impact the environment or community, and/or cause damage or loss of equipment and production, which requires immediate actions be taken to minimize adverse effects.
Emerggency Management Team (EMT)	Members of the Haile Operation management team that are assigned roles to assist in the management of an emergency event.
Site Emergency Response Team (Site ERT)	Approved members of the Haile Operation work force and Security Department with advanced first aid/Rescue training and capability.
Haul Road	A road designed and constructed for haul trucks to transport over burden and ore.
Hazard	Source with potential for harm.
Heavy Mobile Equipment	Vehicles used to construct, haul or maintain mining and infrastructure. Includes, but is not limited to, haulers, low loaders, graders, water trucks, dozers, drill rigs and front end loaders. Mobile Equipment with a gross vehicle weight exceeding 8,000 lbs.
Incident	An unwanted, uncontrolled event that requires a level of management.
Incident Commander	The assigned person in charge of the incident from an external emergency services agency that is on site for assistance with management of a Haile emergency event. The Incident Commander will have unified command of the event with the Haile Incident Controller.
Incident Controller	The Haile Operation assigned senior executive that manages the Incident Management Team during the emergency event through its stages back to normal operations. This position will have unified command with the Incident Commander from the external emergency services agency providing assistance when requested to be on site.
Incident Level Response	An identified level of response to an incident that provides appropriate management.
Mine Safety and Health Administration (MSHA)	Federal government organization that carries out the provisions of the Federal Mine Safety and Health Act of 1977 (Mine Act) as amended by the Mine Improvement and New Emergency Response (MINER) Act of 2006.

NIMS	National Incident Management System (South Carolina – Emergency Services) provides a systematic approach to guide departments and agencies to work seamlessly and to prevent, protect against, respond to, recover from, and mitigate the effects of incidents.
Resources	All personnel, supplies, facilities and equipment available, or potentially available, for assignment to incidents.
Response	Actions taken immediately before, during, or directly after an Emergency to save or protect lives and property, and to bring the consequences of the Emergency to a point of stability that allows recovery to normal operation.
Risk	The chance of something happening that will have an impact upon objectives. Risk is measured in terms of a combination of the consequences of an event and its likelihood of occurring.
SLED	South Carolina Law Enforcement Division is a statewide investigative law enforcement agency in South Carolina. SLED provides manpower and technical assistance to other law enforcement agencies and conducts investigations.
Situation Report	A brief description of an incident, with updates provided to IMT and Corporate groups for continued monitoring and assessment of an incident.
Trigger Action Response Plans (TARPs)	A document detailing key parameters of risk-related activities that alert a specific and managed response
Technical Expert	An adviser with specialist skills and/or knowledge that will support incident management.
Triage	A process for classifying injuries according to the severity of their condition. Triage status usually determines the order and speed in which patients are provided treatment and transfer.

4 ROLES AND RESPONSIBILITIES

Role	Accountability
Person discovering incident	• Assess situation, if safe to do so, and identify Emergency requirements. • Call Security – (803) 475-1276.
Supervisor	• Provide first response to incident in area of responsibility, if safe to do so. • Stop work in area, as required, ensuring safe access and scene security. • Secure scene. If able, shut down the equipment. Provide first aid if safe to do so. • Notify Manager of incident. • Assist Site Emergency Response Team (Site ERT) when responding in area of responsibility. • Commence collection of information relating to event for investigation purposes, if advised to do so by the Incident Controller. • Evacuation of persons from building in the event of fire or any other event requiring evacuation. • Accounting for building occupants at evacuation points.

Role	Accountability
	• Communication with Security to confirm persons accounted for.
Security Supervisor	• Receive call and confirm information received and contact details. • Activate Site ERT for response to incident. If required, call 911. • Identify Site ERT Captain for response to incident. • Monitor situation and control access and egress to / from the affected area. • Coordinate escort for external agencies, including emergency services.
Health & Safety Manager	• Notify MSHA as required.
All Site Workers Including Contractors & Visitors	• Ensure own safety and others in immediate area. • Assist only if safe to do so. • Maintain radio silence during emergency events and as instructed.
Emergency Response Team (Site ERT)	• Attend training as scheduled. • Carry cell phones and be ready for activation in emergency call outs. • Be able and willing to respond and assist in Emergency call outs. • Conduct activities as trained and instructed by Incident Commander. • Maintain records of treatments. • Participate in debriefs.
Site ERT Captain	• Assume command of the incident at the scene until handover to external emergency agency. • Lead Site ERT team in activities required to manage incident. • Manage team safety. • Liaise with General Manager in relation to incident status and resourcing. • Provide team support to external emergency services as required.
Managers and Superintendents	• Be prepared to assume assigned roles in Incident Management Team. • Support incident management as requested.
General Manager or Delegate	• Assume EMT Controller role or delegate to appropriate person.* • Notify Corporate as per the HSE Communication Pathway. • Manage stakeholders. **Note: If the GM or his delegate can't be reached within a reasonable period of time, the next highest ranking official automatically assumes Incident Command position.*

Incident Management Team (IMT) ROLES	
Incident Controller	• Manage emergency event and team through incident until normal operations resume, utilizing duty cards.
Health and Safety Manager	• Advice to teams in relation to safety obligations, regulations, risk management practices and procedures. • Continues communication with MSHA on the progress of situation.
Operations Manager	• Provides detailed direction, coordination and supervision of response activities on behalf of the control function integrating roles of the IMT into a single plan.
Planning Manager	• Coordinates planning activities, incident status, contingency plans and resource needs.
Logistics Manager	• Organizes resources including personnel, equipment, supplies, facilities, catering, and services to support response activities.
Finance & Administration Manager	• Gathers and analyzes incident information and coordinates all communications.
Legal Counsel	• Advises as to whether response activities are to be performed in anticipation of litigation, and as otherwise requested by Incident Controller to mitigate legal risks associated with the incident.

5 PROCEDURE

5.1 General

Incidents occurring at Haile Gold Mine will be managed utilizing the following objectives and priorities:

- Preserve life and ensure the safety and well-being of personnel;
- Minimize impacts on the environment;
- Minimize impacts on property and assets; and
- Minimize impacts on the business and the company reputation.

This plan categorizes incident management into four (4) key areas:

- Prevention of incidents;
- Preparedness / readiness for incidents;
- Response to incidents; and,
- Recovery from incidents to normal operation.

In the event of an Incident occurring at Site, the Emergency Response Team will respond to the Incident scene to manage the emergency event. The Incident Management Team, headed by the General Manager or his designate, will decide, depending upon the event severity, complexity and duration, whether to initiate the Incident Management Team (IMT) to more effectively manage the effects resulting from the Incident. The levels of incident management are illustrated below.

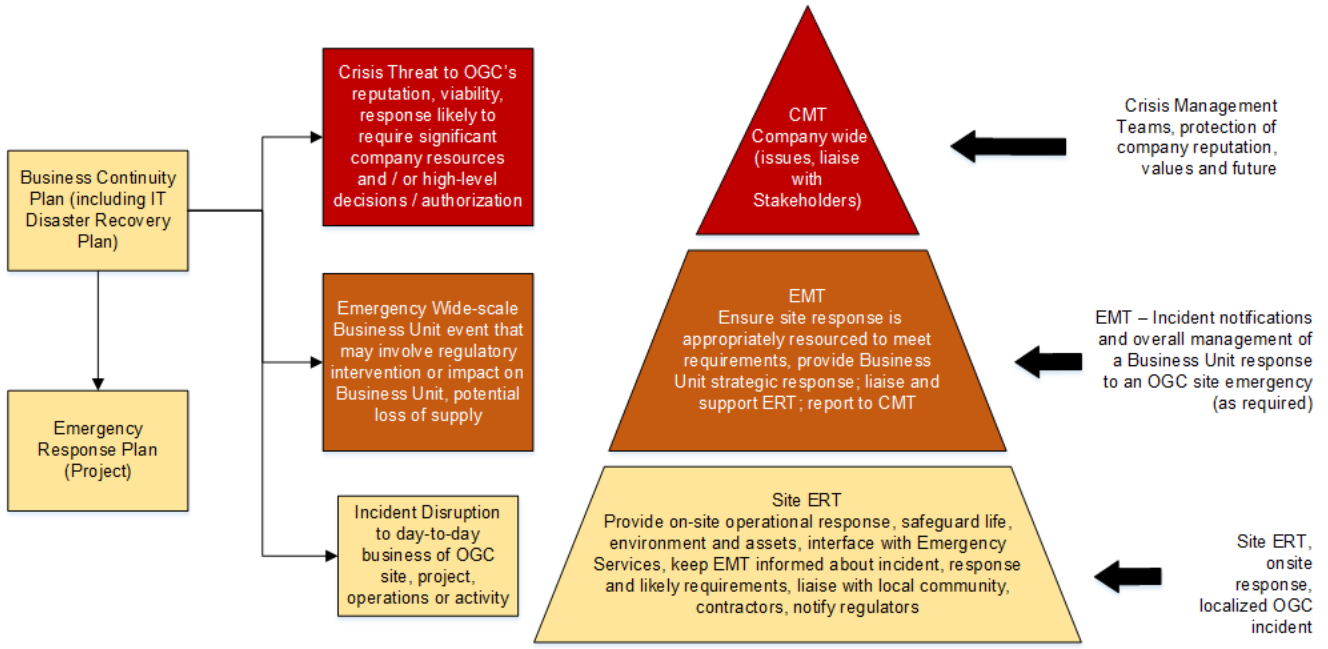


Figure 5.1: Management Levels

It is the responsibility of the site General Manager (or delegate) to notify corporate office of site Incidents and Emergencies based on the HSE Notification Flowchart.

Haile Gold Mine recognizes a reporting obligation to MSHA, under the conditions outlined in 30 CFR 50.2. The list of "immediately reportable" accidents are as follows:

(1) A death of an individual at a mine;

(2) An injury to an individual at a mine which has a reasonable potential to cause death;

(3) An entrapment of an individual for more than 30 minutes or which has a reasonable potential to cause death;

(4) An unplanned inundation of a mine by a liquid or gas;

(5) An unplanned ignition or explosion of gas or dust;

(6) In underground mines, an unplanned fire not extinguished within 10 minutes of discovery; in surface mines and surface areas of underground mines, an unplanned fire not extinguished within 30 minutes of discovery;

(7) An unplanned ignition or explosion of a blasting agent or an explosive;

(8) An unplanned roof fall at or above the anchorage zone in active workings where roof bolts are in use; or, an unplanned roof or rib fall in active workings that impairs ventilation or impedes passage;

(9) A coal or rock outburst that causes withdrawal of miners or which disrupts regular mining activity for more than one hour;

(10) An unstable condition at an impoundment, refuse pile, or culm bank which requires emergency action in order to prevent failure, or which causes individuals to evacuate an area; or, failure of an impoundment, refuse pile, or culm bank;

(11) Damage to hoisting equipment in a shaft or slope which endangers an individual or which interferes with use of the equipment for more than thirty minutes; and

(12) An event at a mine which causes death or bodily injury to an individual not at the mine at the time the event occurs.

MSHA has authority to issue an Order directing us not to disturb the accident scene, which would modify the procedure as laid out in this document and the duty cards.

5.2 General Demographics

Location: Haile Gold Mine is located in Lancaster County, South Carolina, 3 miles north of the Town of Kershaw at 6911 Snowy Owl Road, Kershaw, South Carolina 29067.

Haile Gold Mine GPS coordinates

Latitude & Longitude (WGS84): 34° 34' 36" North, 80° 32' 28" West

Mine Type: The mine is an active surface gold mine, with commercial production. Construction continues for some of the infrastructure.

Operating Hours: The mine operates 24 hours a day, 7 days a week and is staffed to respond to Emergencies at all times.

Staffing Levels: Approximately ~~280 contractor employees and~~ 400 Haile employees work at the mine site.

Table 5.1: Approximate numbers of workers on site

Mon – Fri	Weekends	Night Shift
450	200	250

5.3 Incident Prevention

5.3.1 Personnel – employees, contractors and visitors

All employees are required to be trained to MSHA regulations. Most will receive a 24-hour training based on hazard awareness, risk management and first aid prior to coming onto the mine site. This training includes the task-based risk assessments required by Haile, hazard reporting, incident and injury reporting and notification of emergency events. After completing the MSHA training, employees continue induction training with site specific training and then additional training, including task training, is conducted in work areas as required by an individual's job duties.

Workers and visitors to site who are not required to participate in comprehensive MSHA training must complete a Site-specific visitor's induction and are required to be accompanied by an MSHA-trained Haile employee.

Leadership is administered through line management roles including Department Managers, Superintendents and Supervisors who are responsible for allocating, managing and monitoring work throughout the shift.

Safety personnel, including the Haile Safety Department and contractor safety personnel will support and coach line management and work teams in safe systems of work.

5.3.2 Work Environment

5.3.2.1 Controlled Site Access

Access to site is controlled through electronic gates and turnstiles requiring swipe card access. Personnel entering and exiting site through the gates and turnstiles are visually monitored by Security members outside of the guard house as well as digitally through the card access system. Access cards are only granted to employees and contractors with current documented MSHA training satisfying Title 30 Code of Federal Regulations (CFR), Part 48 requirements.

The work environment is assessed regularly during a shift through a variety of methods including formal and informal inspections, risk assessments, and task observations.

Weather monitoring by Security and the mining team provides guidance for work teams in the event of lightning and storms.

5.3.3 Equipment

All mobile equipment including light vehicles, haul trucks, excavators, drill rigs, boom lifts, loaders, forklifts etc. are inspected before first entry to the active mine site and must have a pre-operational check documented each shift.

Cranes are required to be inspected by an external provider before access to site is permitted.

All mobile equipment, including light vehicles are on a planned inspection and maintenance program.

It is the responsibility of the user to check tools and Personal Protective Equipment (PPE) prior to each use.

5.3.4 Procedures and Systems

5.3.4.1 Task Risk Management

Procedures and task-based work instructions have been developed to provide guidance for a safe, effective and efficient method for work. Where there is no procedure in place, a risk assessment is required (Stop and Think, JHA) to be in place to identify the hazards and control methods for managing the risks associated with tasks.

5.3.4.2 Communication

Pre-Shift meetings are conducted prior to the commencement of work for contractors and employees and are intended to facilitate discussions around hazards, risks, control methods and improvements associated with work in the previous and next shifts. Safety information including Safety Alerts and Bulletins are communicated through this forum and also posted on notice boards.

Departments are required to maintain a list of personnel attending pre-shift meetings to confirm attendance and provide an accurate list of personnel on site in the event it is required for accounting for persons in an area or site evacuation.

5.4 Emergency Preparedness

In preparation for unwanted, adverse events, foreseeable Emergency scenarios have been identified through a risk assessment approach that considers the events that may reasonably occur. The goal for Haile's Emergency Response Team is to respond to incidents within 5 minutes (onsite ERT) and to have external emergency services at the scene and in control within 20 minutes. Informal agreements with local emergency services providers are in place.

5.4.1 People

5.4.1.1 Security ERT

The Security Department consists of a Superintendent and 12 team members covering across all shifts and provides 24-hour coverage. There are 3 security personnel assigned to each shift with one of the team providing a supervisory role. All security personnel have basic life support training and skills. In the event of an Emergency the most experienced security person will assume the role of Emergency Response Team Captain and lead a team of responders until a member of Mine Rescue arrives on scene.

5.4.1.2 ERT – Emergency Response Team (ERT)

There are at least 24 ERT responders across the workforce with varying levels of basic life support skills. ERT training is conducted on a monthly basis to maintain advanced knowledge and skills.16 First Responders are across the workforce as well to respond to first aid treatable injuries.

5.4.1.3 Occupational Health Nurse

An Occupational Health Nurse (OHN) is usually on Site at the first aid center from 0630 – 1530, Monday through Friday. Outside these hours, the Security team provides first aid management.

5.4.1.4 All MSHA Trained Personnel

All persons who have completed MSHA training have completed 6 hours of first aid, CPR, and AED training.

5.4.2 Equipment

5.4.2.1 Fire Equipment

Fire extinguishers are supplied in all light vehicles and mobile equipment, trailers, buildings and work areas and are regularly inspected. Fire suppression is supplied on some mining equipment.
Four water trucks – 2 x 13,000 gallons and 2 x 5,000 gallons – operate in the mining area and are fitted with hoses and nozzles appropriate for initial fire management.
5 hydrants are located in various locations around the processing plant, mill maintenance, warehouse and mine maintenance.
One 10 gallon compressed air foam firefighting system is stored on the Mine Rescue Truck.
One 60 gallon compressed air foam firefighting system is stored on the Security Truck.
One 3 gallon compressed air foam firefighting backpack unit is stored in the Mine Rescue Trailer.
Note: All of this equipment is available for immediate need. Extensive fire equipment is available through the local Fire Departments.

5.4.2.2 First Aid Equipment

First aid kits are available in most locations for emergency use.

A dedicated first aid center is located at the entrance to the mine, in the Security Building, and is stocked with first aid equipment appropriate for initial care of injured and ill workers. Injured and ill workers are required to go to the first aid trailer (if they are able to do so) for treatment by the OHN or Security who will conduct assessments and arrange referral to appropriate medical providers.

Automatic external defibrillators (AEDs) are located throughout the workplace including, but not limited to:

- Administration Building- 3
- Security First Aid Center- 2
- Security 188- 1
- Process Plant Maintenance Building-1
- Process Plant Water Treatment Building-1
- Kershaw Mineral Lab (KML)-1
- Exploration Building(Little Dude Ave)-1
- Exploration Drill Rigs- 1 Each
- Warehouse-1
- Mining Supervisors Truck-1
- Rescue Truck-1

5.4.2.3 Injury Extrication and Packaging

Injury extraction and packaging equipment, including Kendrick Extrication Device (KED), cervical collars, stretchers, splints, slings, bandages etc., are included in emergency response packs with the ERT.

5.4.2.4 Injury Transport

Transport of injured and ill workers to and from the first aid center is conducted by Haile emergency responders. Transfer from site to external services providers is conducted according to the medical control director standing orders and may utilize light vehicles or ambulance. This is coordinated by the Security team and OHN.

5.4.3 Procedures and Systems

5.4.3.1 Evacuation Plans

Each building has an Emergency and evacuation plan located at various points in the buildings. This plan identifies the emergency call procedure and the nearest and alternate evacuation points.

5.4.3.2 Evacuation Points and Staging Areas

Evacuation points and Emergency staging areas where internal and external services will meet for escorted travel through work areas have been identified and mapped and can be observed in Appendix 8.3.

5.4.3.3 Foreseeable Emergency Scenarios

Foreseeable emergencies have been identified as in the table below.

For each major event identified below there is a corresponding Emergency Response Duty Card held in the Security trailer which outlines the response to be taken by Security and ERT.

Table 5.2: Summary of Foreseeable Emergency Events

	Incident	Potential location	Internal response	Injury management	External services
1	Fire – light vehicles, Heavy Mobile Equipment, buildings, tire fires, brush/wild land fires	All areas	ERT, Security, OHN	Burns, smoke inhalation	Fire Department EMS
2	Explosion – pressure vessels, gas cylinders, misfires, explosives	All areas	Security, ERT, OHN	Multiple injury management, trapped, crushed, major trauma	Fire Department, EMS, Police
3	Vehicle Accidents – light vehicles, Heavy Mobile Equipment, pedestrians	All areas	Security, ERT, OHN	Head injuries, fractures, lacerations, crush injuries	EMS, Fire Department
4	Ground Failure – pit wall, TSF, landslide	Mining areas, TSF, earthworks	Security, ERT, OHN, Geologists, Surveyors	Asphyxiation, respiratory distress, fractures, multiple injuries	Fire Department, Police, EMS, Ground Control Specialists
5	Chemical Release/Spill	Process Plant, Chemical Storage Areas	Security, First Responders, OHN	Respiratory Distress, burns, asphyxiation.	EMS, Fire Department
6	Suspension Trauma	All areas where fall arrest worked	Security, First Responders, OHN, boom lift operator	Lacerations, wounds, head injuries, fractures	Fire Department, EMS
7	Confined Space Rescue	Process Plant, Sumps, Excavations	Security, ERT, OHN	Asphyxiation, multiple injuries	Fire Department, EMS
8	Medical Emergencies	All Areas	Security, First Responders, OHN	Illness and injuries – multiple scenarios	EMS

	Incident	Potential location	Internal response	Injury management	External services
9	Extreme Weather Events	All Areas	Security, First Responders, OHN	Minor – major trauma, missing persons, multiple injuries	EMS, Fire Department
10	Missing Person/s	All areas	Security	Search, first aid	Police
11	Fatality	All areas	Security, OHN	Scene Security, confirmation of status	Police, Fire Department, EMS.
12	Criminal Activity – bomb threat, active shooter	All Areas	Security	Compromised site security, wound management	Police, SLED

5.4.3.4 Drills and Scenario Training

The security team and ERT conduct emergency mitigation scenario training every month and maintain a register of attendance and scenarios.

5.4.4 Emergency Response Capability

5.4.4.1 ERT Capability

The Haile Emergency Response Team is trained to provide an initial response until External Emergency services are able to arrive at site to assist with the management of moderate and high consequence incidents. Response times for External Emergency services to arrive at site have been estimated at between 15 and 30 minutes.

The table below outlines the extent of capability deemed as appropriate for site response:

Fire fighting	A first response will be provided by ERT while awaiting external fire services. ERT will aim to prevent escalation of fire and protect people and property where safe to do so.
Vertical rescue (ropes)	ERT members are trained at the Technical level for rope rescue. A cache of rope rescue equipment is stored on the Mine Rescue truck. The ERT will provide initial response within the scope of technical level training.
Hazmat (Hazardous substances) including confined space	ERT have 6 chemical suits and 10 SCBA units which allow 3 persons access to a hazardous atmosphere for approximately 30 minutes to ‘snatch and grab’ a person to a safe environment while awaiting assistance from external emergency services.
Search and rescue	ERT will provide initial search and rescue actions as agreed in discussions with External Emergency agencies.

Injury management.	ERT will provide basic life support and Injury management in accordance with medical standing orders. When the OHN is on site advanced life support is possible.
Vehicle and Entanglement Extrication	As no extrication equipment is held on site, ERT will apply vehicle isolation techniques and stabilization of equipment until external service providers arrive on site.

5.4.4.2 External Emergency Services Capability

External emergency services shall be contacted by Security. Security will coordinate staging points to meet and escort external services to incident and emergency management center control points. The table below outlines the services provided and the location of each pertinent external provider. (Note: See Section 5.1 for a list of conditions where MSHA shall be immediately notified.)

Response Type	External Provider	Location of External Provider
Injury and illness management including transfer off site	EMS – Emergency Medical Services (ambulance and helicopter*)	Kershaw
Fire and Rescue	Fire Department	Kershaw and Lancaster
Hazmat/Confined Space/Ropes	Fire Department	Lancaster
Criminal Activity	Sheriff	Lancaster County
Bomb Threat	Police/SLED	Lancaster County
Active Shooter	Police/SLED	Lancaster County

*Helicopter transfer will be assessed and managed by EMS when available.

External Emergency Services utilize the NIMS system for management of all incidents. The model for management is aligned to the Haile IMT management model, Figure 5.2, and will integrate easily when unified incident management is required.

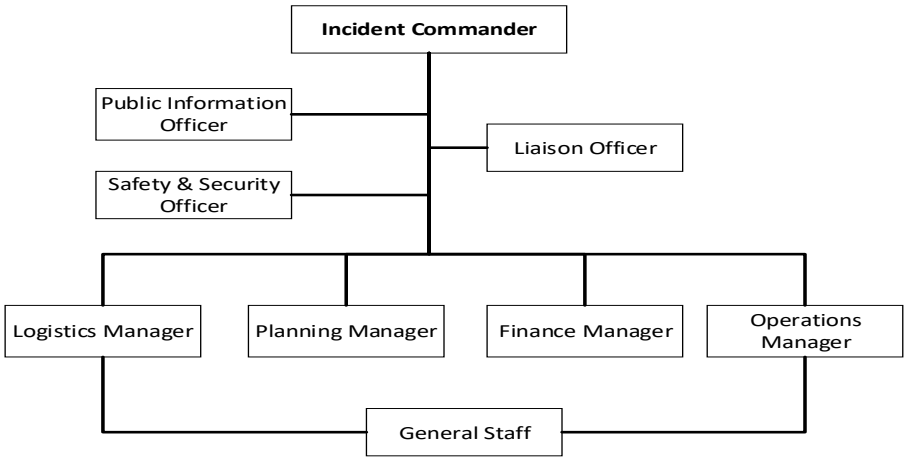


Figure 5.2: National Incident Management System

5.4.4.3 Planned Response for Incident Level

Each incident has potential for up to 3 levels of Response:

- Level 1 – localized area response – managed by area supervisor.
- Level 2 – localized area response – managed by ERT, Security and area line management.
- Level 3 – External emergency services are required to assist and manage the incident.

Level 1	Level 2	Level 3
Localized response by operational area	**Site response with Security and ERT**	**External response required**
• Injury or illness requiring first aid treatment. • Small fires extinguished with extinguisher. • Environment impacts of minor nature. • Minor equipment damage. • No threat or danger of escalation. • No damage affecting business operation.	• Injuries or illness requiring advanced levels of first aid. • All fires unable to be extinguished with a fire extinguisher. • All vehicle collisions where impacts are greater than minor. • Equipment requiring stabilization. • Initial management of criminal activity. • Further threat or danger of escalation. • Environment impacts of moderate nature.	• Significant incident with serious/multiple injuries. • Fatality. • Entrapment requiring specialist equipment. • Uncontrolled fire or other events. • Environment impacts of significant nature that have potential for offsite impacts. • Increasing complexity, duration and consequences of events. • Criminal activity. • National concern / media interest events.
Incident Management Team is not required.	*Incident Management Team may be required.*	*Incident Management Team will almost certainly be established.*

5.5 Emergency Response to Incidents

5.5.1 Level 1 Incident – low consequence incident

The incident is managed in the local work area with no requirement for supporting resources.

In the event of an incident occurring in a work area on Site, the person on the scene shall conduct a risk assessment to determine if it is safe to respond.

Minor incidents (Level 1) may be managed by personnel at the work area.

Persons assisting at the scene should only use equipment and conduct activities they are trained in the use of. All persons who have sustained injuries and illnesses must be transported to the onsite first aid center for assessment and management after initial first aid has been given. Line management shall be notified of the incident as soon as reasonably possible.

If the event is unable to be easily managed, or personnel are unsure of what is required to manage the incident, ERT shall be notified to assist and the incident escalates to a level 2 incident.

5.5.2 Level 2 Incident – Moderate Consequence Incident

In the event of an incident with a consequence greater than low, the ERT are to be notified to respond. See Section 8.2.

ERT will respond to events and manage the incident and scene with support from department line management until the incident is managed to closure or external services arrive at the scene.

On notification of an emergency on the 2-way radio, all persons not directly involved in an emergency shall maintain radio silence. All work in the immediate vicinity shall be stopped until advised it is safe to continue. Notification to line management shall be undertaken as soon as reasonably practicable and reporting to regulators shall be conducted according to permit requirements or law/regulations.

Upon receiving an emergency call, Security will notify Emergency Response Team. The ERT Captain will take command of the incident scene with line management liaison and support but reports directly to the Incident Controller if the IMT team is established.

ERT will utilize duty cards appropriate to the incident type to manage, notify and escalate support for further management. As soon as practically possible, all communications in relation to the emergency event shall be directed to communication by cell phone to maximize confidentiality of information. External emergency services will be called by the Security personnel.

The Incident Controller or assigned delegate will determine if establishment of the IMT is required. If the event requires establishment of the IMT, the Incident Controller shall notify members of the management team to take on IMT roles of Logistics, Finance, Operations and Planning. Legal Counsel and HS&SE Manager assumes a supporting role.

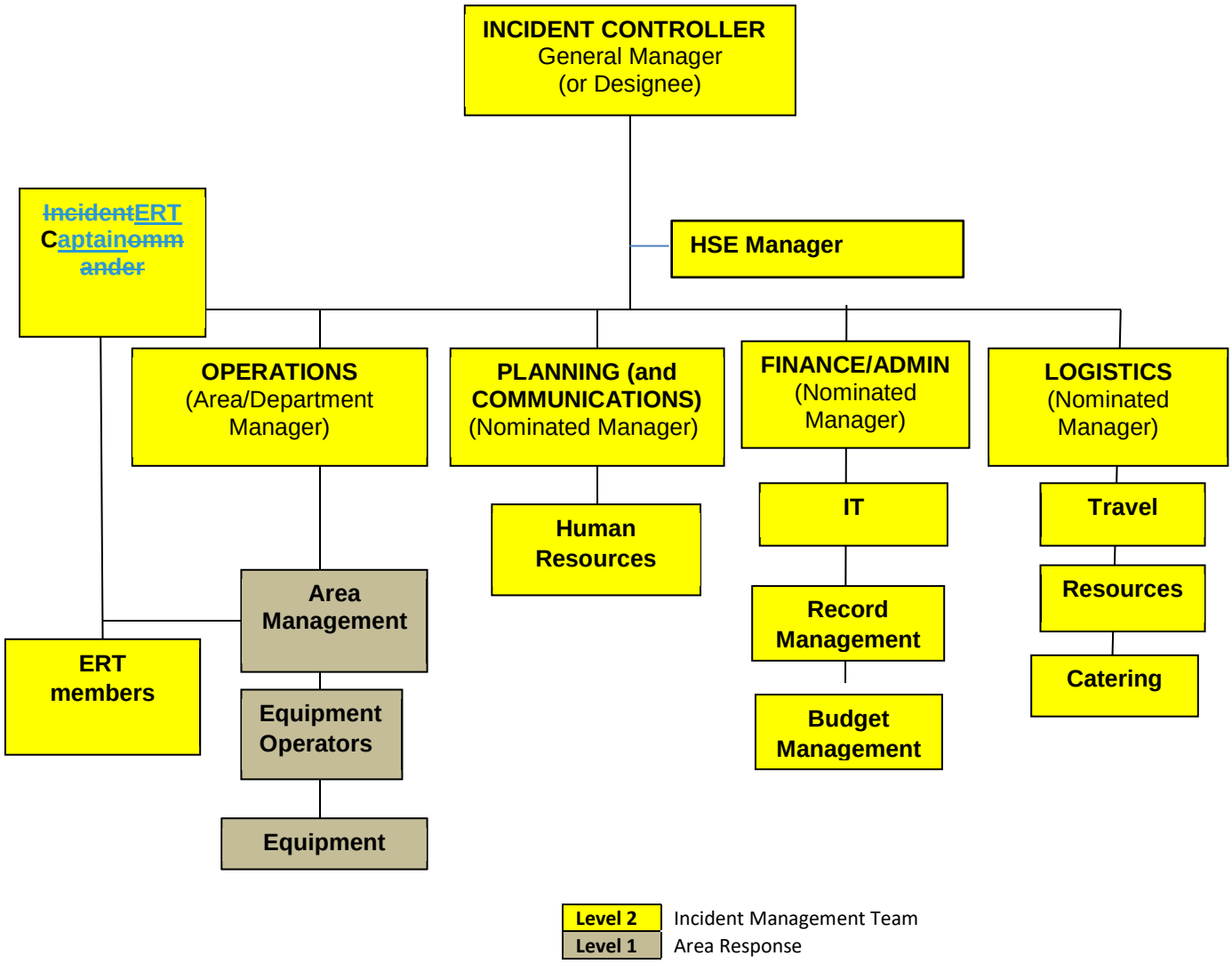
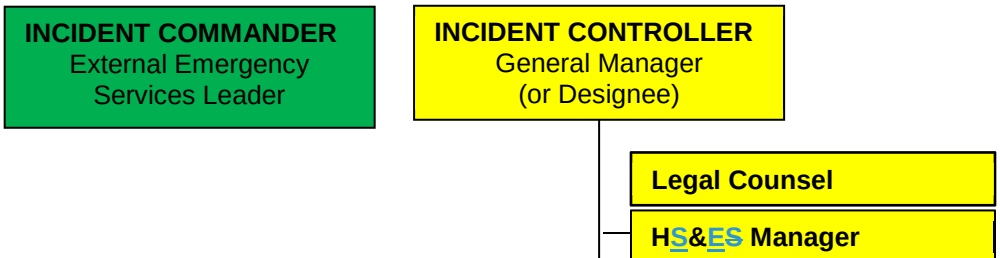


Figure 5.3: Level 2 Incident Command Structure

5.5.3 Level 3 Incident Command Structure – High Consequence Incident Management

This incident type will operate under a unified command model with joint decision making by the *External Emergency Services INCIDENT COMMANDER* and the *HAILE INCIDENT CONTROLLER*.

Emergency Response activities at this level shall be managed by the relevant External Emergency Services leader with OGC ERT reporting through to external emergency service providers.



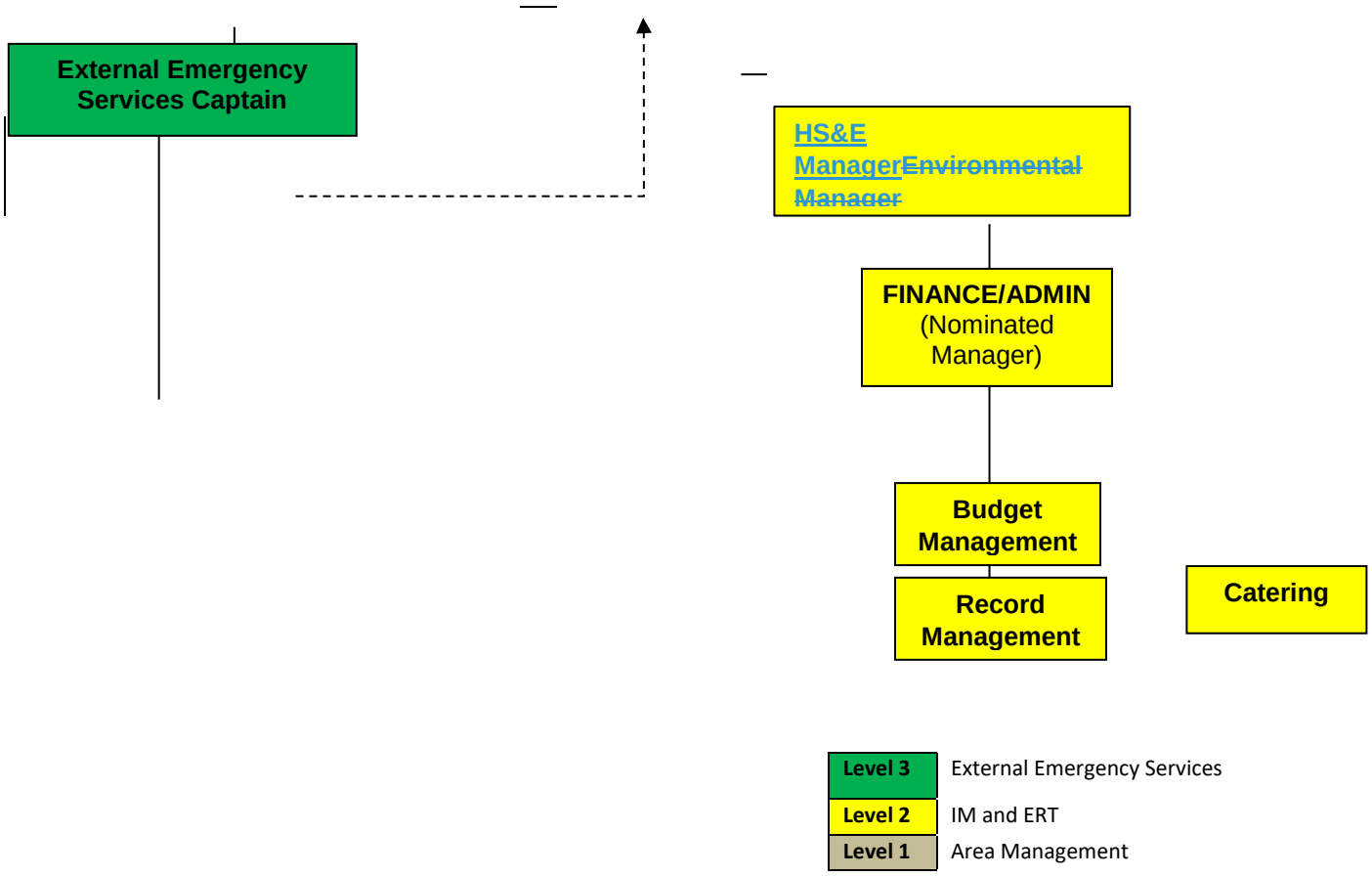


Figure 5.4: Level 3 Incident Command Structure

5.5.4 Evacuation

When an evacuation is required, personnel will be notified over the 2-way radio and area supervisors via cell phone. Personnel are required to go immediately to the nearest evacuation point unless advised to evacuate site, in which case an evacuation point will be nominated by area supervisors.

Area managers will co-ordinate the evacuation and account for personnel, including contractors from their work area.

Personnel are required to remain at the evacuation point until advised to return work, locate to an alternative evacuation point or leave site.

Security will provide names of personnel on site from the access card system and visitors' log to confirm personnel on site, but Departments are required to maintain lists of workers in their area of responsibility to ensure personnel are able to be accounted for in the event of emergency.

5.6 Incident Management Team (IMT) Establishment and Operation

The General Manager or delegated person will assume the role of the Incident Controller once the Incident Management Team has been established.

The Incident Controller shall have overall responsibility for management of the incident and shall be the **only** person to notify and communicate with OceanaGold corporate personnel. The IMT may not be required for all emergencies and the decision to activate the IMT will be based on complexity, duration and capability of the response by the Incident Controller.

All Haile Managers and Superintendents may be called on to fulfil designated roles in the IMT as outlined in the assigned duty cards. Once advised of an incident and requested to fulfil a function, the nominated Manager or Superintendent is to go immediately to the designated incident control center and collect their appropriate role pack and commence in the role assigned. Roles may be delegated or combined depending on the severity and complexity of the incident and available personnel.

The roles and responsibilities of the Incident Management and Emergency Response Teams are identified in the table below. Each role in the team identifies a position in the organizational structure that should fill the role assigned in the IMT. Duty cards further expand on the duties of personnel assigned to designated functional roles and should be followed whenever the IMT is formed. TARPS should be consulted for incidents to define actions required when an incident escalates to a higher level.

Role	Position	Responsibility	Location	Reports to:	Duty Card #
Incident Controller (IC)	General Manager	Has overall responsibility for management of the emergency at the scene and provides information and guidance to the IMT in relation to management of the emergency event. Has joint responsibility for the incident with external emergency services agency. **Coordinates and controls the response**. **Notifies and liaises with Corporate. Conducts incident debrief.**	Incident Control Center (ICC)	Chief ~~Development~~ Operating Officer (C~~D~~O)	1
Operations Manager (OM)	~~Director of Operations,~~ Mine Manager, Processing Manager or Delegate	Provides detailed direction, coordination and supervision of response elements on behalf of the Incident Controller monitoring Planning, Logistics, Finance & Admin, and HSE planning functions. Ensure functional roles have commenced and maintain referenced documentation. • Initial Incident Notification: Finance & Admin • Site Reps: Finance & Admin • Injury Condition Status – Finance & Admin • Communications Log – Finance & Admin • Issues & Actions Log – Planning • Equipment Issue Log – Logistics • Access Control Log – Security • Incident Debrief – Incident Controller	ICC	Incident Controller	2
Planning Manager (PM)	Department Manager or Superintendent	Leads planning for response activities and resource needs. Maintains maps and display boards. Tracks incident and resources status. Develops Issues and Actions Plans. Coordinates contingency plans. Coordinates recovery to normal operation.	ICC	Incident Controller	3

Logistics Manager (LM)	Purchasing/ Logistics Manager or nominee	Organizes resources including personnel, equipment, supplies, facilities, catering, and services to support response activities.	ICC	Incident Controller	4
Finance and Administration Manager	Department Manager or Superintendent	Collects and analyzes information relating to the Incident and coordinates all communications. Assumes Liaison Officer role. Completes Communication Plan and Injury Management Status.	ICC	Incident Controller	5
~~Legal Counsel~~	~~General Counsel or delegate~~	~~Determines whether response should be conducted in anticipation of litigation and provides legal advice to Incident Controller to minimize potential for litigation. Reviews documentation. Manages legal privilege for incident.~~	~~ICC~~	~~Incident Controller~~	
Health Safety & Environmental~~S afety~~ Manager	HS&~~SE~~ Manager ~~or Superintendent~~	Provides advice related to safety obligations, systems, risk management, and contact with MSHA.	ICC	Incident Controller	
Emergency Response Team Captain (ERT Leader)	Nominated Team Leader	Lead ERT to manage emergency event at the scene.	Incident Scene	Incident Controller	6
Emergency Response Team (ERT)	Nominated Team Members	Conduct response as trained and instructed.	Incident Scene	ERT Leader	6
Area Line Management	Area Superintendent, Foreman/ Supervisor	Has responsibility for supporting ERT Captain/Incident Commander, and reporting status to Operations.	Incident Scene	Operations Manager	No card
Area Supervisor	Nominated Evacuation Supervisor	Coordinate evacuation of building to designated evacuation point, account for persons at the evacuation point. Ensure all persons remain at the point.	Evacuation Point	Operations Manager	7
Security	Security personnel	Restricts access to incident scene to authorized personnel, assisting to maintain scene integrity. Located at entrance to site.	Security Entrance	HS&E Manager~~Operations Manager~~	8

5.6.1 Incident Control Center

The Bullion Conference Room will be the first location considered for establishment of the IMT. In the event this room is not appropriate, the ~~Depot~~Mine Maintenance Office will be considered the alternative. The Incident Commander will nominate the Incident Control Center when notifying the management team members identified for roles in the IMT.

Duty cards and IMT supplies shall be maintained in the Bullion Room and the ~~Depot~~Mine Maintenance Office in a portable case. The inventory of supplies required to be maintained can be found in Appendix 8.6. The Health and Safety Manager has responsibility to maintain these supplies.

Regular inspections of supplies shall be conducted by Security, coordinated through the HS&E Manager~~Safety Manager~~ and documented to ensure preparedness.

5.7 Incident Recovery

When advised by the Incident Controller actions to resume normal operations will be commenced. This will not be permitted until:

- Injured personnel have been removed from the work area;
- Personnel are accounted for;
- Equipment involved in incident is inspected and tested by competent persons;
- Incident scene is secured for further investigation, as required;
- Relevant persons including government agencies have confirmed no further scene security is required;
- Area is confirmed safe for operation; and
- Operation has been cleared by MSHA.

The return to normal operation may be staged depending on the work areas that are deemed safe to operate and that are impacted by the incident.

As soon as is practical an incident investigation will be initiated to understand the causal factors that allowed the incident to occur and ensure appropriate corrective actions are assigned to prevent recurrence.

6 MONITORING AND REVIEW

6.1 Review

This Plan shall be reviewed by the HS&E Manager~~Health and Safety Manager at the end of construction to identify additional information relevant to emergency planning that has arisen as part of an operational environment, and at least~~ annually ~~thereafter~~.

This plan shall be reviewed and updated upon learnings from scenarios, incident investigations and Significant Incident Reports. Learnings will result in an update to this plan, any associated documents and training packages. Changes shall be communicated to relevant stakeholders.

The GM shall review and approve all amendments to this plan.

6.2 Scenarios

At least one desktop scenario and one ‘real time’ scenario are to be conducted each year with escalation to Corporate required for one of the events.

6.3 Incident Debriefs

Incident debriefing with key stakeholders shall be conducted at the completion of each actual and scenario event to review the effectiveness of emergency plans and processes. Improvement opportunities shall be identified to maximize more effective and efficient responses for future events.

Debrief records and any assigned actions shall be entered into INX with the event to ensure tracking to closeout.

6.4 Site Internal Audits

The site H&S Manager shall develop an internal audit program to ensure compliance with this plan ensuring critical controls for prevention, preparedness, response and recovery are maintained.

6.5 Corporate Internal Audits

Emergency Management is included in the HSEC Compliance Standards (Section 4) which outlines the minimum requirements for site emergency management. The Corporate HSEC Standards are audited annually with various elements selected for audit. Audits may include document review or scenario assessment.

7 REFERENCES

- OGC Health, Safety, and Environmental Compliance Standards
- OGC Crisis Management Plan
- OGC: HSE Communication Pathway OGC:450-PRO-002
- South Carolina Emergency Management Division http://www.scemd.org/
- National Incident Management System (NIMS) – a standardized approach for the on-scene command, control and coordination of emergency response operations. http://www.scemd.org/what-is-nims
- MSHA Regulations: (Title 30 CFR, Parts 48, 50, and 56): http://www.ecfr.gov/cgi-bin/text-idx?SID=95a3589813c4b48d6daa8f8df80f0ead&c=ecfr&tpl=/ecfrbrowse/Title30/30cfrv1_02.tpl

8 APPENDICES

8.1 Emergency Call Notification

The process for calling an Emergency Incident on site, regardless of location, is to use the 2-way radio, landline, or cell phone which will contact the Security team.

Radio: Channel 1 – 'MAYDAY, MAYDAY, MAYDAY'

Internal Phone: 1276

Cell Phone: 1-803-475-1276

State:

- Nature of Emergency;
- Number of personnel involved;
- Equipment involved;
- Location and directions to access the incident scene; and
- Your name and contact details

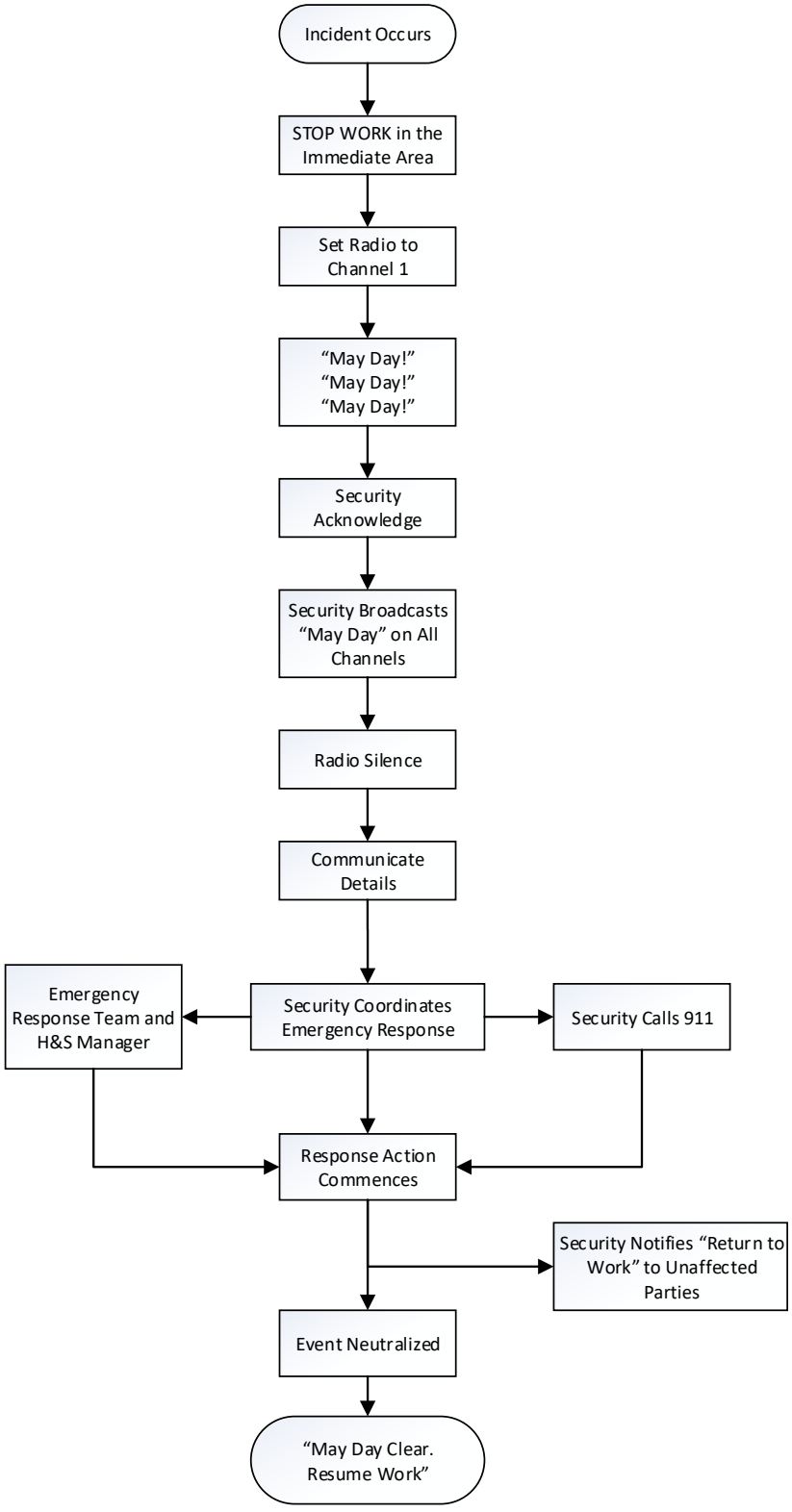
Persons first on the scene should not place themselves in danger and should assess the scene for Hazards prior to assisting casualties.

Persons assisting at the scene should only use equipment and conduct activities they are trained in the use of.

Security and ERT will manage the incident and scene with support from the department line management until the external services arrive at the scene.

External emergency service agencies will be called by the ERT Captain (Incident Commander) or Security personnel.

8.2 Immediate Incident Communication Flowchart



8.3 Site – Evacuation Points and EMS Pickup Points

8.3.1 Administration and Security

8.3.2 Process Area

8.3.

8.3.3 Mining Area

8.3.4 Kershaw Mineral Laboratory (KML)

8.3.4 Kershaw Mineral Laboratory (KML)

8.3.5 Emergency Storm Shelters

8.3.5 Emergency Storm Shelters

8.3.6 Site Layout – Evacuation Points and Staging Areas

8.4 Incident Management Team (IMT) Duty Cards and Templates

- Incident Commander – Duty Card 1
- Operations Manager – Duty Card 2
- Planning Manager – Duty Card 3
- Logistics Manager – Duty Card 4
- Finance and Administration Manager – Duty Card 5
- Emergency Response Team Captain (Incident Controller at scene) – Duty Card 6
- Area Supervisors – Duty Card 7
- Security – Access Control – Duty Card 8

Duty Card 1

INCIDENT CONTROLLER

Has overall responsibility for the management of the incident and provides direction and leadership to the Emergency Management and Response Team.

Reports to: Corporate Crisis Management Team Leader.

INITIAL ACTIONS

- Assess the incident and determine further actions.
- Activate Incident Management Team.
- Notify Corporate Executive of the incident.
- Allocate IMT roles to assembled team.
- Contact ERT Captain and provide specific details (who, what, where, and how many)
- Prepare and deliver initial IMT brief.
- Activate additional personnel to response group as required.

DURING EMERGENCY

- Provide leadership for IMT functions.
- Conduct regular IMT briefings.
    - Set and review IMT objectives.
    - Review IMT plans and actions.
    - Maintain situational awareness and potential for escalation.
- Maintain contact with IMT Leader for regular updates of the incident.
- Manage performance of:
    - Response and recovery planning.
    - Workforce management and communications.
    - Stakeholder management and communications.
    - Business continuity planning.
- Provide regular Situation Report to CMT.
- Document timeline.

POST EMERGENCY

- Ensure all stakeholders are advised when IMT is deactivated.
- Collect all documentation from the incident: Issues and Action logs, timelines, **Situation Reports**, initial incident notification form, Injury management form, communication logs, notes – ***all notes to stay with Legal Department.***
- Chair post incident debrief – IMT & involved personnel.

INCIDENT CONTROLLER

Assistance Checklist – not all actions may need to be completed

✓ when complete	Action	Comments
	Ensure any deceased persons are not moved until authorized by County Coroner and/or Regulator	
	Notify Corporate CMT of incident & activation of IMT.	
	Notify relevant Regulators/Police/Stakeholders.	
	Identify room and personnel for IMT. Provide instruction to immediately go to the assigned room.	
	Provide incident brief – outline known facts including event, location, and number of injured & types of injuries, impacts and potential for escalation. Resources in place: ERT, equipment. Provide instruction for evacuation of work areas.	
	Assign IMT Roles and Duty Cards. Ensure everyone is clear on their role.	
	Ensure IMT use IMT role packs and commence and maintain designated templates for recording of key information from incident. • *Initial Incident Notification: Finance & Admin* • *Site Reports: Finance & Admin* • *Injury Condition Status – Finance & Admin* • *Communications Log – Finance & Admin* • *Issues & Actions Log – Planning* • *Equipment Issue Log – Logistics* • *Access Control Log – Security* • *Incident Debrief – Incident Controller*	
	Coordinate **Issues & Actions** discussions.	
	Approve **Situation Reports** (SITREP's) developed by Finance & Admin Manager and ensure developed in readiness for CMT review.	
	Authorize additional internal and external service providers to assist with incident.	
	Ensure regular employee and stakeholder communication, including regulators, corporate, and community.	
	Consider cultural clearances/rituals.	
	Consider human resourcing and change of shift are considered for extended events.	
	Consider impacts on other areas of mine i.e. shutting pit – impacts ROM & mill.	
	Act as a spokesperson for the IMT. – authorize any communications on behalf of the Company.	
	Ensure post incident debrief is conducted & recorded.	

INCIDENT CONTROLLER

TIME LINE OF EVENTS/COMMUNICATIONS		
Time	Event/Communications	Person Responsible

Duty Card 2

OPERATIONS MANAGER

This role directs, coordinates and supervises the response activities, integrating the functional roles of the IMT into a single plan.

Focuses on what is happening NOW from scene coordination perspective.

Reports to Incident Controller.

Templates to commence and maintain, if directed to do so by IC:

- **Timeline of events and communications need to be done by Legal Counsel.**

INITIAL ACTIONS

- Attend IMT briefing.
- Activate additional personnel to response group if required.
- Establish communications and briefing schedule with area line management and ERT Captain.

DURING EMERGENCY

- Coordinate development, implementation and monitoring of response plans.
- Update IMT during briefings with current status and plans.
- Coordinate with Finance and Administration Manager to develop Injury Condition and Status Log.
- Maintain communications with area line management and ERT Captain.
- Oversee and monitor emergency response – activate additional support if required.
- Manage work aligned to Issues and Actions log.

POST EMERGENCY

- Collate all notes and Issues and Action logs and provide to Incident Controller.
- Participate in IMT debrief.

Operations Manager: Prompts – not all actions may need to be completed.

✓ when complete	Action	Comments
	Initiate and maintain personal Incident log/timeline.	
	Obtain briefing from the IC regarding the incident (i.e. location and type of Incident).	
	Contact area line management for regular updates from scene and ERT.	
	Liaise with key stakeholders to coordinate plans.	
	Establish Staging Areas if required.	
	Coordinate activities of the Response via area line management or ERT leader.	
	Monitor and work to the **Issues and Actions Log** - key issues, associated actions and continuing status.	
	Identify critical actions and Risks.	
	Advise Finance Manager of casualties and status so **Injury Condition and Status Log** can be maintained.	
	Monitor resource requirements to meet current and future needs.	
	Monitor potential for escalation and evacuation of work areas.	
	Identify and resolve operational issues.	
	Ensure safety and welfare of personnel.	
	Keep the Incident Controller informed of activities and events.	
	Ensure the scene is secured, evidence is collected, photos are taken, sketches are drawn, surveys are undertaken, and involved equipment is isolated and inspected. Confirm persons involved & witnesses in Incident have been segregated, D&A tested and interviews have commenced.	
	Maintain timeline of actions, decisions and relevant communications.	

OPERATIONS MANAGER

TIME LINE OF EVENTS/COMMUNICATIONS		
Time	Event/Communication	Person Responsible

Name: _____Signed:_____Date:_____

Duty Card 3

PLANNING MANAGER

Role is to formulate plan for response activities and resource needs.

Create the Issues and Action log defining response to incident and use of Resources.

- **Timeline of events and communications need to be done by Legal Counsel.**

INITIAL ACTIONS

- Attend IMT briefing.
- Activate additional personnel to assist if required.
- Commence Issues and Actions Log.

DURING EMERGENCY

- Coordinate Human Resources activities.
- Maintain a rolling 24-hour timeline.
- Manage the 'Issues and Actions Log'.
- Consider longer term impacts and the planning required to minimize consequences.
- Consider the equipment and rescuers that will be required in short, medium and long term events.
- Consider contingency plans should the incident be extended or have a severe impact on production.

POST EMERGENCY

- Collate all notes and Issues and Actions log.
- Participate in IMT post incident debrief.

Planning Manager: Prompts – not all actions may need to be completed

✓ when complete	Action	Comments
	Obtain briefing from IC regarding type and extent of the incident (i.e. location and type of incident).	
	Initiate and manage the **Issues and Actions Log.**	
	Must have dual focus - current situation (to be able to provide regular status reports) and future development of the incident to influence the decisions and planning of the rest of the IMT.	
	Contact Survey team for maps, drawings, measurements.	
	Consider the immediate planning for the incident.	
	Consider longer term impacts and the planning required to minimize consequences.	
	Consider the equipment and resources that will be required in short, medium and long term events.	
	Consider contingency plans for prolonged events and events that may have a severe impact on production.	
	Observe deadlines and critical information needs (track incident/resources status).	
	Provide any advice or assistance to the IC as requested.	
	Maintain timeline of actions and communications.	
	Remain at hand and available to IC until given the ALL CLEAR to stand down.	
	Participate in debrief.	

PLANNING

TIME LINE OF EVENTS/COMMUNICATIONS		
Time	Event/Communications	Person Responsible

Name:_____ Signed:_____ Date:_____

8.4.1 ISSUES AND ACTIONS LOG

No.	Issue	Action	By Who	% Completion				Time Action completed
E.g.: 1	Evacuate Pit	Contact ER to assist with pit evacuation	Joe Bloggs	25%	50%	75%	100%	

Duty Card 4

LOGISTICS MANAGER

The logistics function provides facilities, materials, services and resources (including personnel) in support of the incident.

Reports to Incident Controller (IC).

Templates to develop and maintain:

- **Equipment Issue Log**
- **Timeline of events and communications need to be done by Legal Counsel.**

INTIAL ACTIONS

- Attend IMT briefing.
- Activate additional personnel if required.

DURING EMERGENCY

- Maintain own timeline, and equipment issue log.
- Plan the consumption, procurement and distribution of resources.
- Source and ensure adequate resources, materials, and meals.
- Develop and maintain log of resources required, availability, movement, purchases, etc.

POST EMERGENCY

- Collate all notes and Issues and Action log.
- Participate in IMT post incident debrief.

Logistics Manager Prompts – Not all of the following may need to be completed.

✓ when complete	Action	Comments
	Obtain briefing from the IC regarding the type and extent of the incident (i.e. location and type of incident).	

Supply

	Identify what equipment is available on site or near-by to suit the needs of the incident response effort.	
	Determine with IC and ERT what additional equipment, services or materials are required including: • Transport needs - on a priority needs basis, buses, cars. • Additional Resources - manpower, materials, grader, loader, ladders, ropes, safety cones. • Estimate future service and support requirements. • Establish reserved areas for loading and unloading facilities. • Establish refueling facilities as appropriate.	

Facilities

	Preparing and managing locations for staging areas, crib rooms, sleeping, eating, maintenance, and refueling.	

Communication

	Review incident communications – look at **communication needs** – radio, cell phone coverage.	

Catering

	Providing food and refreshments for the responding personnel if prolonged incident.	

Finance

	Track financial costs; organize time records of personnel, accounts for purchases of supplies and hire of equipment, collection of cost data.	

General

	Liaise with IC and OM regarding **any isolations required** (e.g. electrical power, gas etc.) and appoint a competent and qualified person to coordinate any maintenance activities.	
	Advise suppliers, providers or contractors (e.g. explosive delivery, chemical supplier) who may be affected by the incident.	

8.4.2 EQUIPMENT ISSUE LOG

EQUIPMENT	ISSUED TO	TIME OUT	TIME RETURNED

Name: _____Signed:_____Date:_____

LOGISTICS MANAGER

TIME LINE OF EVENTS/COMMUNICATIONS		
Time	Event	Person Responsible

Duty Card 5

FINANCE AND ADMINISTRATION MANAGER

Role is to collect, analyze and distribute information relating to the incident.

Reports to Incident Controller (IC).

Will require administrative assistance and liaison with HR.

Templates to initiate and maintain:

- **Initial Incident Notification Form**
- **Injury Condition and Status Log**
- **Situation Reports (SITREP)**
- **Timeline of events and communications need to be done by Legal Counsel.**

INITIAL ACTIONS

- Attend IMT initial briefing.
- Activate additional resources if required.
- Develop **Initial Incident Report Template.**
- **Assume Liaison role of interaction with various agencies assisting with response.**

DURING EMERGENCY

- Manage official **24-hour timeline** for IMT.
- Develop **SITREP**'s at agreed times.
- Maintain communications with assisting agencies (police, ambulance, fire Department, community).
- Maintain **Injury Management list** from information received from OM.
- Identify Next of Kin contact details.
- Coordinate Employee Assistance Plan if required.

POST EMERGENCY

- Collate all notes and Issues and Actions logs and provide to Incident Controller.
- Collet and collate IMT members timeline and communications log.
- Participate in Post incident debrief.

Finance & Administration Manager Prompts – Not all of the following may need to be completed

✓ when complete	Action	Comments
	Assist in setting up control room and Duty Card packs are utilized.	
	Obtain briefing from the IC regarding the type and extent of the incident (i.e. location and type of incident).	
	Complete **Initial Incident Notification Form.**	
	Coordinate the recording of **official 24-hour incident timeline.**	
	Develop and maintain **Injury Condition and Status Log.** Information will come from OM.	
	Prepare **Situation Reports** for review by IC at designated times.	**Times required:**
	Maintain own timeline of events and communications.	
	Liaise with HR to obtain next of kin contact details.	
	Consider Employee Assistance Program for employee support and counselling.	
	Gather, clarify, confirm and analyze information, including plans, drawings, maps, schedules etc.	
	Analyze information gathered and predict any future changes/issues.	
	Prepare communication reports from CMT/IC for distribution internally to employees and contractors.	
	Remain available to IC until provided with instruction to stand down.	
	Facilitate debrief of incident including response and management.	

FINANCE & ADMINISTRATION MANAGER

TIME LINE OF EVENTS/COMMUNICATIONS		
Time	**Event/Communications**	**Person Responsible**

Name: _____ Signed: _____ Date: _____

8.4.3 INITIAL INCIDENT REPORT

Incident Date:		**Time:**	
Incident Location:			
Incident Details:			
People involved and their condition			
Equipment **Production & Materials**			
Environment & Community			
Other:			
Time of Next Update:			

8.4.4 SITUATION REPORT

Incident	Time:	Date:
	Report No:	

Current Situation
Actions taken
Factors impacting on planning
Contingencies and long term planning

Approved by:	Date/Time:	Contact number:

8.4.5 INJURY CONDITION STATUS LOG

#	Name of Injury	ID	Employer	Injury Description	Current Location

8.4.6 COMMUNICATIONS LOG

NAME/ TITLE	PHONE NO.	TIME	COMMENTS

Duty Card 6

8.5 Emergency Response Captain Duty Card

Emergency Response Duty Cards specific to scenarios are maintained in hard copy in the security trailer.

Emergency Response Team Captain

Role provides direct management of the incident including vehicle stabilization, Injury management, firefighting, hazmat response. Has direct responsibility for team members.

Reports to the Incident Controller once the Incident Management Team is activated.

✓ when complete	Action	Comments
	Activate ERT team - obtain equipment appropriate to event.	
	Review Duty Card specific to event.	
	On arrival at scene: assess situation and level of incident and response required prior to allowing any response by team members.	
	Plan appropriate response maintaining safe work practices – assign roles to team members.	
	Ensure equipment is isolated and stabilized.	
	Consider evacuation requirements for nearby work areas and potential for site evacuation.	
	Liaise with personnel to secure Resources and implement response plans.	
	Provide periodic updates to Incident Controller.	
	Monitor team, ensuring good communication and appropriate safe response.	
	Once incident is contained, scale down as appropriate.	
	Clean up and secure the area.	
	Conduct incident debrief with ERT members.	

Duty Card 7

Area Supervisor

The evacuation Area Supervisor's primary responsibility is to ensure that all individuals within their delegated area of responsibility are accounted for during any incident, have evacuated the buildings and remain at the evacuation point until notified otherwise by Security.

Reports to Security.

On hearing the evacuation alarm:

✓ when complete	Action	Comments
	Check designated area including offices, toilets, containers etc. to ensure all persons have evacuated the building.	
	If you encounter smoke or flames DO NOT put yourself at risk, immediately leave the area.	
	Close, but do not lock, all doors as you complete checking the rooms.	
	Place "Do not enter – evacuation in progress" sign on outside of any entry doors to prevent re-entry of building.	
	Once building is clear, report to the assembly area and account for personnel. Advise Security when area is cleared or rooms that were not able to be checked. Report the status of any smoke alarms or manual call points that may have been activated.	
	If personnel are injured, notify Security.	
	Ensure people do not leave the evacuation point.	
	Contact Security if any changes occur to the status of evacuation or safety of the evacuation point.	
	Attend debriefing.	

Duty Card 8

Security – Access Control

This role is responsible for Site Security during incident

Reports to Operations Manager

✓ when complete	Action	Comments
	Receive and document emergency call on template.	
	Notify Incident Commander, H&S Manager and Security team.	
	Activate ERT for response – advising staging area and equipment pick up requirements.	
	Secure and control access to the site as directed by the Operations Manager (OM). Access and egress may be restricted.	
	Record incoming/outgoing personnel on *Access Control Log* and provide to Incident Commander on completion of incident.	
	Record, monitor and report evacuation lists of accounted personnel as they are received, advising Operations Manager of personnel unaccounted for.	
	Direct any external services (e.g. emergency services) arriving at site as per instructions from IC.	
	Remain in position until advised to stand down.	

8.5.1 ACCESS CONTROL LOG

Name/Title	Vehicle Number	Time In	Time Out	Comments

Name: _____ Signed: _____ Date: _____

8.5.2 INCIDENT DEBRIEF FORM

Incident Name:

Person Conducting Debrief: Date:

Incident Overview
What went well?
Opportunities for Improvement

Corrective Actions:		
Action Description	**Assigned to**	**Date for Completion**
INX number:	Date entered:	Entered by:

Attendees			
Name:	Role:	Name:	Role:

8.6 Incident Management Center Inventory

Equipment	Description	Suggested Quantity
IMT Packs for designated role	• Incident Controller • Operations Manager • Logistics Manager • Planning Manager • Finance and Administration Manager	1 of each
Telephones	Dedicated lines (at least one with speakerphone). Phone number clearly displayed on unit.	1
Video or teleconferencing facilities		1
Site 2-way Radio Communications	Hand held units and chargers.	2
Portable Satellite Telephone and charger	For remote worksites which have limited land line or mobile phone communications. With external antenna. Phone number clearly displayed on unit.	2
Computers	Preferably each IMT member to bring their own laptop or have access to hardware. Internet connections.	
Data projector and screen		1
Printer/scanner	Access to printer.	1
Whiteboards		2
Stationery	Post it notes x 12 Black Pens – 2 boxes Pencils - 12 Highlighters - 12 Whiteboard markers x 12 Notebooks x 12 Stapler, staples Paperclips, bulldog clips – 1 box each 6 x USB sticks Flipchart paper x 2 packs	
Torches		2
Maps	Access to hard copy current site maps of: • Site general • Area specific: Process, Mining, TSF	
Telephone Lists	Current – hardcopy.	

8.7 Emergency Contact Details

GPS COORDINATES	
Haile Gold Mine	Latitude & Longitude (WGS84): 34° 34' 36" North, 80° 32' 28" West
KML (Helipad)	34° 35' 29" North, 80° 32' 52" West

UHF Radio Channels	
Channel 1	**Surface Mining**
Channel 2	**Surface Mining Supervisors/Superintendents**
Channel 3	**Processing**

EMERGENCIES: AMBULANCE/FIRE /POLICE	**911 - to be called by Security**

External Emergency Services Contact List

External Service	Contact	Office
Lancaster City Fire Department	**911**	**803-283-4385**
Flat Creek Fire Department	**911**	**803-475-4450**
Kershaw Fire Department	**911**	**803-475-6902**
Lancaster County Emergency Medical Services	**911**	**803-283-4134**
Lancaster County Sheriff	**911**	**803-283-4136**

Personnel Telephone List

Name		Office	Cell Phone
Dave Thomas	VP/Country Director	803-475-2927	803-246-1662
Michael Holmes	COO	(+61) 3 9656 5303	
Terry Strong	General Manager	803-475-2966	803-577-9755
Human Resources			
Glenda Parkman	HR Manager	803-475-2921	803-577-9557
Anita Eagle	HR Specialist	803-475-2978	
Mining			
Alex Zuhoski	Mining Manager	803-475-1051	803-577-0149
James Davis	Mining Superintendent	803-475-1065	803-577-4663
Technical Services			
Bruce Van Brunt	Technical Services Manager	803-475-1049	803-577-0517
Processing			
Justin Johns	Processing Manager	803-475-1028	803-577-8092
Hampton Sherrin	Lab Superintendent	803-475-2973	803-577-2377
Ian Larkin	Processing Superintendent	803-475-1034	803-288-0104
HSE			
Scott McDaniel	HSE Manager	803-475-2943	803-577-3380
Ron Lindsey	HSE Superintendent	803-475-1026	803-577-0169
Rusty Duncan	ERT Coordinator	803-475-1276	803-246-4072
Russell Clark	ERT Assistant Coordinator	803-475-2950	803-577-9122
Michael Kirby	Environmental Engineer	803-475-2923	803-246-8411
Cindi Blackmon	Occupational Health Nurse	803-475-1021	803-577-0208
Security			
Jeff Jackson	Security Super/Admin Rescue	803-475-2915	803-577-9104
IT			
Don Rucker	IT	803-475-2968	803-246-0301
IT Helpdesk	IT	803-475-1000	
Community Relations			
Beverly Adams	Community Liaison	803-475-2974	803-577-0158
Exploration			
John Jory	Director of Exploration	803-475-2913	803-235-8471
Projects			
Rick Cables	Project Construction Mgr	803-475-1024	803-577-4578
Marc Reid	Projects Control Manager	803-475-1022	803-577-0936