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| <b>Document Name</b> | <b>Emergency Management</b> |           | Status       | In Production |
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## 1.0 Purpose

This Policy sets out the support actions required in dealing with an Emergency that threatens to affect Allied Mills' employees and activities:

- in the course of Allied Mills operations
- in connection with the transport of product, materials and personnel
- from contractor or customer operations with the potential to involve Allied Mills
- as a result of product faults or technical specification problems
- through the activities of pressure groups or criminal activities.

This policy has been developed to ensure that Allied Mills Sites are prepared for any Emergency believed by management to be likely to occur.

This policy sets out the following:

- the principles of the Allied Mills Emergency Management approach
- the types of emergencies envisaged
- how members of management are involved, informed, mobilised and carry out their duties in response to an emergency;
- the provision of information necessary to inform external organisations and internal employees and groups as appropriate;
- the emergency control structure and directions which will prevent injury to employees, visitors and neighbouring people/premises in the event of an emergency.

## Emergency Management Principles

The Emergency Management Policy is based on the following main principles:

- an emergency is a complex event, generally resulting from a combination of unlikely events. Allied Mills will develop procedures wherever possible to address foreseeable events
- the core of Emergency Management is decision-making and communication, both within and outside Allied Mills

Allied Mill's priority when dealing with an emergency is based on the following:

- reducing the threat to human life and injury
- protecting the environment
- protecting plant, product and equipment.
- [adopt a compassionate stance](#), supporting those affected by an emergency in practical ways, but without compromising possible future defence in civil or criminal proceedings;

[The main elements of Emergency response can be defined as:](#)

- **Organisation** of people responsible for various aspects
- **Notification** of those people in the event of a Emergency
- **Mobilisation** of the people required for a particular Emergency
- **Communication** with other bodies as appropriate to the Emergency
- **Procedures** for team operation, and role check-list for individuals
- **Media, Community and Relatives** response guidelines

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## 2.0 Review

Review of this Policy shall take place during an Internal Audit or a result of a Corrective/Preventive Action raised. Reviews shall be conducted by personnel responsible for the activities outlined in this policy.

## 3.0 Responsibilities

All Site Management must ensure that the Site emergency response plan complies with the requirements of this policy & are followed.

The Emergency Management Team shall be responsible for following the required sections of this policy.

## 4.0 Method

### Definitions:

|  |   |
|--|---|
| <b>Emergency</b>                       | Any event, which arises internally or from external sources which, may adversely affect the safety of persons in a building or the community generally and require immediate response by the occupants.<br>An incident in which control is lost to some extent and which requires immediate action to prevent or minimise injury, damage or loss. An incident which escalates with: <ul style="list-style-type: none"> <li>➤ attention by national media, financial institutions, authorities, etc</li> <li>➤ the potential for major loss of asset value</li> <li>➤ the potential for public outrage</li> <li>➤ the presumption that the Company is not fit to operate</li> <li>➤ inability to deliver product.</li> </ul> |
| <b>Emergency Management Plan</b>       | A Plan which sets out the structure and requirements of site response plans and management support and response requirements to site based emergencies.   |
| <b>EMS - Emergency Management Team</b> | A group of nominated Allied Mills Management and employees assembled according to the nature of the Emergency.  |
| <b>Site Emergency Response Plan</b>    | Site based emergency response plan, which sets out the procedures to manage site specific emergency scenarios.  |

### 4.1 Site Emergency Response Plans

All risks will be continually monitored in order to minimise the potential of an emergency.

As part of the Allied Mills hazard identification, risk assessment and control processes, Site Emergency Response Plans will be formulated and reviewed in consultation with site personnel, emergency service specialists and meet statutory requirements.

### 4.2 Types of Emergency Envisaged

The Site Emergency Response Plan must address emergencies which may occur on sites and those caused by external sources.

Internal emergencies covered by the Site emergency response plan should include, but not limited to:

- Fire
- Explosion
- Bomb Threat/suspect package
- Medical emergency

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- Hazardous material spill/toxic emissions
- Security breach/civil disturbance
- Motor vehicle accident
- Any other hazards specific to the organisation

External emergencies covered by the Site Emergency Response Plan should include, but not limited to:

- Hazardous material spill/toxic emissions
- Explosion
- Civil disturbance
- Storm
- Flood
- Bush fires
- Motor vehicle accident
- Aeroplane crash
- And any other emergency deemed foreseeable due to the location of the site or the nature of operations at a site

Each emergency, within these categories, will be handled at various levels within the organisation as well as by the Emergency Management Team.

#### 4.3 Developing a Site Emergency Response Plan

- Plans should be simple but effective.
- The Site emergency response plan shall be reviewed with site employees.
- Site Management in consultation with sites employees will identify and assess possible emergency situations for their sites. This will form the basis of the Site emergency response plan.

#### 4.4 Site Emergency Response Plans Contents

**Information to be included** – The Site emergency response plan will include the following information:

- **The Alarm System** - describe the sites alarm system and the system to allow people identifying an emergency to communicate this quickly to the emergency controller.
- **Procedures** - include procedures to cover emergencies with brief instructions, which take into account the existing emergency systems of each building such as fire protection equipment, communication systems, emergency lighting, exit doors and stairwells. They must also take into account staffing levels during normal working hours as well as after hour's activities and contacts.
- **Floor Plans** - include Floor Plan for each area highlighting exits, evacuation points assembly points, location of alarm call points, locations of fire extinguishers, hose reels, hydrants, Main Sprinkler Valves and pumps, First Aid Kits & room, & emergency stretchers.
- **Emergency contacts** - include an up to date list of Emergency contact numbers for internal (Chief & fire wardens, [first aiders](#), management, security, [and the area they are responsible for](#) and external emergency liaison officers (police, fire brigade, ambulance) and Gas, Electricity, Water. This list must be displayed on all notice boards at the workstation of nominated site emergency response personnel.

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- **Notifier** – Person designated to contact the emergency services by telephone even of there is an automatic alarm to that service in place.
- **Utility person** – person who is authorised & capable of energising & de energising plant equipment & utilities on site as required.
- **Training** - outline Emergency Response training requirements for employees, emergency wardens, fire fighting staff, notifier, utility person, sprinkler valve & pump attendant, etc.
- **Floor plans** - the Plan will include the requirement that Floor plans will be posted in all areas indicating exits, assembly points, fire protection equipment, break glass alarms and any other relevant information eg. HAZCHEM, emergency showers etc
- **Sprinkler Valve & pump attendant** – person who is assigned to attend the sprinkler valve & pump locations to ensure the equipment is on & open & remains this way until emergency services take charge of the site. Note: this person may only perform this task if safe to do so & must not put themselves or others at a potential risk.

#### 4.5 Actions / Implications Specific to Each Main Emergency Type

There are some general actions to consider in all cases, but also specific and very different actions for different types of Emergency, eg establishing speedy and open communications with relevant parties in the event of a major fire or explosion; **or** maintaining a high level of confidentiality and security in the event of a siege or extortion threat.

The following considerations should be taken into account in the Site emergency response plan:

#### **Considerations for Safety Related Emergencies -(people, food environment)**

##### **People:**

- death, injured or affected staff and contractors
- relatives and next-of-kin notification: trauma counselling,
- staff morale, counselling
- information to employees
- industrial relations

##### **Public:**

- local community
- neighbouring businesses
- bystanders
- evacuation and welfare
- public health

##### **Operations:**

- disruption to supply / production
- repair and restoration
- re-engineering / redesign / new procedures
- impact on other operating sites
- Contingency plan

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**Authorities:**

- Government requirements; notification, involvement;
- Federal, State, Local
- Official Inquiry

**Business:**

- revenue and profit
- customers / market share / consumer backlash
- ongoing negotiations
- alternative supply sources / production facilities

**Legal:**

- charges under legislation
- litigation or potential litigation
- licence implications
- **management** and / or employees' liability

**Costs:**

- repair / restoration / clean up
- compensation / fines
- image / business recovery

**Financial:**

- share price / stock exchange
- financial rating
- insurance claim / premiums

**Reputation:**

- image / public relations
- community reaction
- media interest

**4.6 Considerations for Industrial Action / Pressure Groups / or Criminal Acts****People:**

- injured or affected staff or contractors
- relatives and next-of-kin, trauma advice
- staff morale and concerns
- increased security requirements
- industrial relations
- protection of staff, families, contractors and the public

**Public:**

- local community and neighbours - possible impacts
- awareness campaign
- media involvement

**Operations:**

- disruption to supply / production
- new procedures or restrictions on procedures
- ensuring suppliers / contractors involved

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- increase safety / security awareness of staff, contractors
- security operations
- specialist plans

#### Authorities:

- Government requirements: Federal, State, Local
- ongoing liaison / involvement with Emergency Services
- involvement / non involvement of Emergency Services
- political implications and reactions

#### Business:

- revenue and profit
- customers confidence
- maintaining normal production

#### Legal:

- liability
- licences
- [management](#) / employee liability
- litigation against group/s for damages or loss of business
- potential litigation against company

#### Costs:

- investigation / security costs
- repair / restoration
- compensation
- image / business recovery
- changes to normal operations

#### Financial:

- share price / Australian Stock Exchange
- insurance claim / premiums

#### Reputation:

- media
- community / customer reaction
- image and PR

#### 4.7 Site Emergency Response Plan Review

The Site emergency response plan must be maintained and reviewed every 12 months, or in the event of a substantial change to the Workplace Layout, by the Site Management in consultation with [site employees](#).

#### 4.8. Site Emergency Response Training & Awareness

All personnel will be regularly trained in appropriate response procedures. Employees required to act as emergency wardens shall be provided with Warden training biannually.

Emergency Information shall be displayed in prominent locations at each site.

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#### 4.9 Site Emergency Response Equipment Inspections

All emergency equipment shall be inspected and serviced at required intervals as prescribed by Australian Standards and [legislative requirements](#) & the site shall retain records. Regular in house checks must also be completed and recorded.

#### 4.10 Emergency Management Team

In the event of an emergency, an Emergency Management Team (EMT) shall be assembled.

This may consist of site personnel only or in the case of a significant event a team shall be assembled utilising senior management.

It is the responsibility of the Site Manager to identify the need for an EMT, and to initiate its establishment.

Typically, the Emergency Management Team in the event of a significant emergency will include:

- Site Manager
- National OHS Manager
- Relevant General Manager(s)
- Other personnel, as appropriate to the emergency

##### 4.10.1 Responsibilities and Activities of Emergency Management Team

- Effectively manage Allied Mills response to the Emergency
- Ensure that all necessary support is provided to the affected site
- Ensure effective communications established with all appropriate internal and external parties.

##### 4.10.2 Initial Actions of Emergency Management Team

Once an Emergency or a potential Emergency has been identified the Site Manager shall notify the relevant senior management.

The Emergency Management Team initial actions should include:

- EMT Leader to confirm attendance of all called-in Emergency Management Team
- advise emergency details as known
- assign team members specific roles and activities
- ascertain specialist support requirements and mobilise as required
- if not already done, confirm key appointments
- determine what (if any) specialist or support is required
- establish the facts that are known to date and commence an emergency log
- establish communication with the next level of Emergency Management
- assess need to use other facilities
- make appropriate security and access control arrangements.
- establish clear line of communication with the management of the affected Site or activity eg: establish latest emergency status:
- ensure that the switchboard operator has clear instructions on the emergency situation
- assess potential issues likely to arise for Allied Mills from its involvement in the emergency eg:
- assess any potential cross-Business Unit issues and notify and action as appropriate

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- ensure all **need-to-know** personnel have been notified of the emergency;
- assess whether any additional third parties should be informed, and expedite notification to them
- establish and clarify the details of the emergency and then provide ongoing assistance and guidance to the site
- advise relevant Allied Mills Management personnel
- make initial assessment of issues (Personnel, Media, Logistical, Financial, Legal, Technical etc) arising from the emergency and formulate response plans and / or actions
- assess need for senior management presence / visit to the emergency site
- clarify type of support and availability of any specialist services required to respond to the emergency

#### 4.11 Ongoing Actions

The Emergency Management Team ongoing actions should include:

- determine (in consultation with affected site) what contact should be made and by whom, to:
  - government departments
  - regulatory authorities
  - other companies, contractors, trade associations, customers etc
  - media (see Allied Mills Media Policy)
- monitor and ensure effectiveness of information flow:
  - to / from affected site
  - to / from senior management as appropriate
  - to / from all members of the team and support and response groups
  - to all media contacts
  - affected employees and families
  - general public
- identify potential problem areas and issues that may arise directly or indirectly as a result of an ongoing response eg: environmental / legal / regulatory / financial / political
- initiate and oversee the process in relation to the emergency
- ensure a complete filing system of documents is established and all documents pertinent to the emergency and the response are collected, recorded and stored
- take external professional advice as required
- assess how Allied Mills is reacting internally to the emergency and take any actions as deemed appropriate
- liaise with legal counsel as required

#### 4.12 Follow Up Actions

The Emergency Management Team follow-up actions should include:

- Ensure full post emergency plans and recovery plans are developed, communicated and implemented.
- Finalise and communicate the Investigation
- Conduct a Review of the incident process to identify corrective actions



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### 4.13 EMT Training

Regular training in these processes and procedures is essential to ensure that all persons likely to be involved in Emergency Management are aware of their individual responsibilities and how these procedures will work during an Emergency.

### 4.14 Communications

One of the most important aspects of effective Emergency Management is communications, which are required with a wide range of different internal and external parties. The timing, content, and style of such communications will generally have a major impact on the perceptions about how the Company has responded, and therefore need to be closely co-ordinated both within the EMT and with other Company Sites involved.

Communications of two types will be required:

- notification to appropriate external and internal groups
- responding to enquires.

General guidelines are set out below regarding the range of potential contacts and how they should be handled, as well as a separate section for the particular requirements for dealing with media.

### 4.15 Guidelines for Communication with Authorities

A wide range of authorities may need to be advised about an emergency, including:

- Local, State or Federal government
- specialist authorities such as environmental protection, dangerous goods, Workcover, etc
- site authorities eg ports, industrial parks etc
- utilities such as Gas, Electricity, Water Authorities etc
- emergency services (police, fire, ambulance, SES, RFDS)

While such authorities may already have heard about an emergency eg through the police or via the media, it is nonetheless important that the Company makes official contact. An EMT representative should make contact where necessary.

**The site may be responsible for dealing with local authorities (keeping the EMT Leader informed of all such communications).**

### 4.16 Guidelines for Internal Communication

To avoid rumours, speculation *etc*, it will be necessary to formally notify a number of internal groups including:

- Other sites
- Company staff and specifically the management at other sites (if the possibility exists for a flow-on effect), should be kept informed.
- In some cases it will also be necessary to inform relatives of staff about injuries or fatalities.

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#### 4.17 Guidelines for Communication with Other External Groups

While it may not always be mandatory to inform other groups about an emergency, common courtesy or the need for assistance dictate that a wide variety of other communications may be required depending on the nature of an emergency eg:

- insurers and certification authorities
- unions
- neighbours and local communities
- industry associations
- customers and suppliers
- specialist contractors and support services.

#### 4.18 Emergency Evacuation Drills

Emergency evacuation drills must be carried on sites at least once a year.

All employees must participate & follow the Site Emergency Response Plan.

Records of such emergency evacuation drills must be retained. [These drills need to take into account all types of emergencies.](#)

#### 4.19 Incident Report

An [incident report](#) shall be completed after any fire or unsafe condition that would led to a fire.

An investigation and follow up on all [incident](#) reports must be carried out to address any necessary recommendations.

### 5.0 Records

| Data Form or Record                           | Minimum Retention Period | Who Holds/Secures the Data Form or Record | Retained for Legal or Knowledge Preservation |
|---|--------------------------|---|--|
| Site Emergency Response Plan                  | 5 years                  | Site management                           | Legal & Knowledge                            |
| Site Training records                         | 5 years                  | Site management                           | Legal & Knowledge                            |
| Site emergency response equipment inspections | 5 years                  | Site management                           | Legal & Knowledge                            |
| Emergency management team notes               | 5 years                  | Site management                           | Legal & Knowledge                            |
| Emergency evacuation drill notes              | 5 years                  | Site management                           | Legal & Knowledge                            |
| Incident report                               | 10 years                 | Kept as an electronic cop in the Database | Legal & Knowledge                            |

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