



## ESSAR GROUP

### CRISIS MANAGEMENT PLAN (CMP)

(For Reference and use at Corporate Office - Mumbai, sites and other locations)

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## Updating the Document

It is the responsibility of Group Head - HSE to control and update the contents of this document. This document will be reviewed, revised and reissued whenever changes are incorporated to ensure that the plan reflects the current conditions and status of company's activities.

**Electronic version of the document (latest version) is available in the HSE portal in the Essarnet (<http://essarnet:90/>). Hard copy holders should ensure that the copy they hold is the latest version as posted in the portal.**

Any queries regarding the contents or interpretation of this document should be addressed to:

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**(M) 098197 30088 / Land line: 022 66601400 /1300**

Communication: Affected site/location will call the Duty BMS officer (Mahalaxmi Office) who will inform the CMG leader or his alternate as needed.

**Crisis Management Centre - Phones: 022 6629 3744 / 6629 3745**

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## **Crisis Management Plan (CMP) - Executive Summary**

Crisis management is the process for preparing, mitigating, responding to and recovering from an emergency. While acknowledging that no single plan can address all emergencies, Essar recognizes the importance of establishing in advance, plans that are designed to safeguard the safety and well-being of everyone involved in the activities at Essar, the protection of environment and the property.

Emergencies in this plan are classified into two levels:

**LEVEL I** – When an emergency is managed / mitigated locally at sites/offices by activation of site /office emergency response plan and where the emergency does not attract media attention or does not involve any public or does not require resource/ support from corporate, it is classified as **Level I**. However the duty leader of the **Crisis Management Group (CMG)** at Essar Corporate Office, Mumbai and Group Head-HSE has to be kept informed on the emergency by the Emergency Response Group (ERG) Leader at the Site / Location.

**LEVEL II** – When an emergency escalates beyond the control of site/local management, additional resources and external help is needed and / or where the emergency attracts media attention and / or if public is involved, the CMG at Essar House could be activated by the CMG leader (decision to activate the CMG rests with the CMG leader); the duty CMG leader will also keep the Group Head –HSE informed about the emergency, including updates on the same ( through the CMG members viz. Incident recorder, Telephone operator)

**Note: External emergencies** in Mumbai city e.g. terrorist attack which are of serious nature, Heavy Rains/Floods, Riots etc could also affect Essar personnel/property, and should also be managed and actions taken appropriately i.e. taking additional security measures, communication to employees and other

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*arrangements (described in the annexure); **Duty CMG leader**, on receipt of information from BMS or other source, will evaluate the external emergency situation and will ask the concerned dept. e.g. Admin / Futura to carry out the actions. These actions will be co-ordinated from the **Crisis Management Centre (CMC)**. Similarly such emergencies at different locations should be managed either as level 1 or level 2 depending on the severity of the emergency.*

It is to be highlighted that 'Crisis Management' requires the availability of experienced and trained personnel at all times and hence a Crisis Management Group (CMG) has been formed at Essar House, Mumbai by drawing personnel from different businesses/functions, organized into a team, with defined roles, responsibilities and provision of training for dealing with the crisis. The CMG team members (to perform different roles) will be on rotational basis (fortnightly) to perform the CMG duties.

During a 'CRISIS', if required, anyone in the CMG or others working in the company may be called in to provide assistance in managing the crisis at the (CMC) or for other related assignment.

**Communication:** Affected site/location will call the duty BMS officer (Mahalaxmi Office), who will inform the CMG leader or his alternate as needed.

This document provides details on the initiation and functioning of CMP, Roles & Responsibilities of the CMG members, information to enable address crisis situations including external emergencies and different checklists.

**Crisis Management Centre (CMC):** Conference Room number 30 in the lobby of Essar House, Mumbai has been designated as CMC with facilities like video conferencing, telephones, copies of emergency response plans, contact details/ addresses etc.

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**ABREVIATIONS**

<b>CMP</b>	<b>Crisis Management Plan</b>
<b>CMG</b>	<b>Crisis Management Group</b>
<b>CMC</b>	<b>Crisis Management Centre</b>
<b>ERG</b>	<b>Emergency Response Group</b>
<b>ERP</b>	<b>Emergency Response Plan</b>
<b>HSE</b>	<b>Health, Safety &amp; Environment</b>
<b>HR</b>	<b>Human Resources</b>
<b>IP</b>	<b>Injured Person</b>
<b>DGH</b>	<b>Directorate General of Hydrocarbons</b>
<b>DGMS</b>	<b>Directorate General of Mines Safety</b>
<b>DGS</b>	<b>Directorate General of Shipping</b>
<b>CCOE</b>	<b>Chief Controller of Explosives</b>
<b>MOEF</b>	<b>Ministry of Environment &amp; Forest</b>
<b>PCB</b>	<b>Pollution Control Board</b>
<b>FI</b>	<b>Factories Inspectorate</b>
<b>DGCA</b>	<b>Director General of Civil Aviation</b>
<b>CRG</b>	<b>Corporate Relations Group</b>

# 1 Introduction

Essar is committed to properly manage any emergency /crisis that are man-made or natural, so as to minimise the impact it may have upon personnel, environment, property, company's financial position and its reputation. The key to effective response to emergencies is having a pre-established emergency/crisis management plan and organisation on-call, capable of mobilising and responding to different levels of emergencies.

During a 'CRISIS', if required, anyone in the Crisis Management Group (CMG) or others working in the company may be called to provide assistance in managing the crisis.

This document provides guidance for handling various emergencies (listed in the contents). Use of judgement /consultation with others as appropriate may be required during certain situations.

## 2 Purpose

The purpose of this document is to provide guidelines for

- Strategic and tactical response in effectively controlling and managing a crisis (emergencies which have escalated from level I to II requiring additional support) occurring in any of the locations of Essar, through co-ordinated response actions.
- Plan of action for managing external emergencies in Mumbai city e.g. terrorist attack which are of serious nature, Heavy Rains/Floods, Riots and civil disturbances etc which could affect Essar personnel/property and which should be managed and appropriately acted upon i.e. taking additional security measures, communication to employees, making other

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necessary arrangements. **Duty CMG leader** on receipt of information from BMS or other source, will evaluate the external emergency situation and will ask the concerned dept. (e.g. Admin/Futura) to carry out the actions. These actions will be co-ordinated from the CMC. Similarly emergencies of this nature at different locations should be managed either as level I or level II, depending on the severity of the emergency.

This 'Crisis Management Plan' will provide guidance on appropriate responses to enable maximise safety and minimise damage. However depending on the specific situation, appropriate actions needs to be taken based on best judgement.

This document also defines the duties and responsibilities of each role holder in the CMG; however depending on the nature of the emergency and the situation, role holders should use their professional judgement while assisting in the management of the crisis.

### 3 Emergency Classification

An emergency is any unplanned event, whether natural or man-made, which by its occurrence endangers the health & safety of personnel, environment and property and requiring immediate response. Numerous event (s) can be termed as "**EMERGENCY**" including (but not limited to):

- Fire / Explosion
- Major Oil Spill
- Multiple Fatalities / Multiple Serious Injuries
- Significant quantity of Hydrocarbon /Toxic gas release
- Major road accidents
- Air crash
- Vessel /Rig distress.

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- Natural Disasters like flood, earthquake and cyclone.
- External emergency situations e.g. Heavy rain /floods, Civil disturbance / Riots, terrorist attacks in the city which are likely to impact company personnel and property.

**NOTE: BOTH THE WORDS ‘EMERGENCY’ AND ‘CRISIS’ ARE USED IN THIS DOCUMENT. ‘CRISIS’ IS AN ESCALATED EMERGENCY FOR WHICH ADDITIONAL STRATEGIC AND TACTICAL SUPPORT/ RESPONSE TO HANDLE THE SITUATION IS PROVIDED BY CORPORATE OFFICE (THROUGH CMG).**

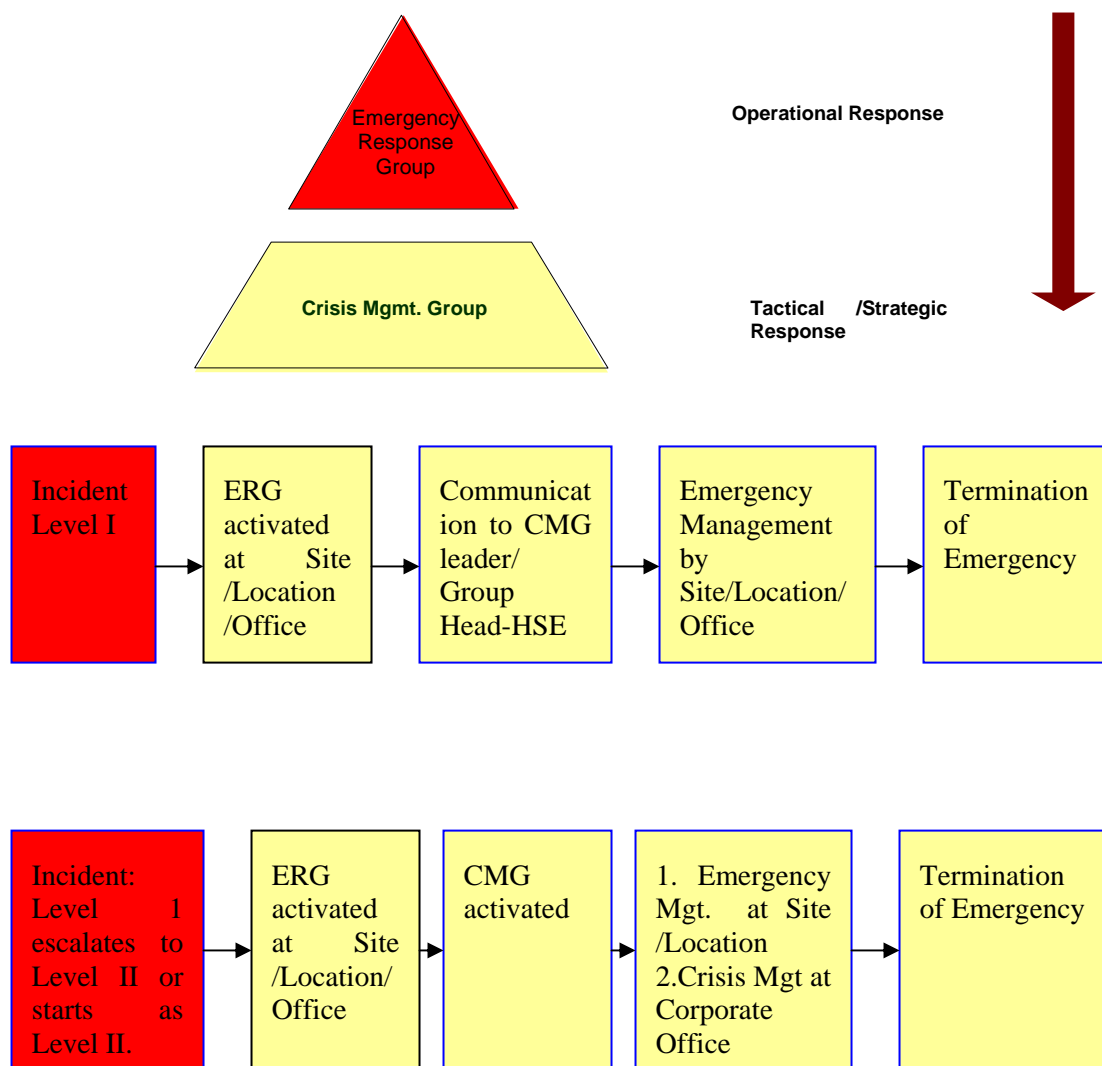
Each Site / Location / Office has an Emergency Response Plan (ERP) and most of them have an Emergency Response Group (ERG) to handle emergencies. (ERP to be made and ERG are to be set up, where it is not in place). This document details the Roles & Responsibilities of the Crisis Management Group at Corporate office, Mumbai (and not the role of ERG at different locations) and associated details for ensuring that CMG is able to address the range of issues arising out of a crisis and recovering from it.

Two levels of emergency management as briefed in this plan and as shown in the figure are:

**Level I:** Management of Emergency by Emergency Response Group (ERG) at Site / Location / Office, carrying out operational response. No involvement of CMG.

**Level II:** Management of Emergency by Emergency Response Group (ERG) at Site / Location / Office, carrying out operational response; Assistance and support (tactical and strategic response) by Crisis Management Group (CMG), Essar Corporate office, Mumbai.

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- External emergencies:** External emergencies in Mumbai e.g. terrorist attack which are of serious nature, Heavy Rains/Floods, Riots etc could also affect Essar personnel/property. These emergencies needs to be managed and actions taken appropriately i.e. taking additional security measures, communication to employees, and making other arrangements as appropriate. **Duty CMG leader**, on receipt of information from BMS or other source, will evaluate the external emergency situation and will ask the respective dept. e.g. Admin/Futura to carry out the actions. These actions will be co-ordinated from the CMC. Similarly emergencies of this

nature at different locations should be managed either as level I or level II depending on the severity of the emergency.

## 4 Crisis Management Group (CMG)

Crisis Mgt Group is formed to provide assistance, tactical support and strategic direction in controlling the Crisis i.e. Escalated emergencies (Level II). The following members will form the CMG:

- a) CMG Leader
- b) Logistics Co-ordinator
- c) HSE Co-ordinator
- d) CRG Co-ordinator
- e) Media / Public Co-ordinator
- f) HR Co-ordinator
- g) Incident Recorder
- h) Telephone Co-ordinator.

In addition to the above where needed, one Operations/ Technical support Co-ordinator from the respective business in which the emergency has taken place will join the CMG, based on availability. Additionally, support /verification needed from Insurance, Legal and IT to be decided by the CMG leader and sought as needed.

Note: Names of the CMG members and other personnel, as mentioned above is kept in a file (hard and soft copies) at the CMC. This is also available in the Essar net under 'HSE' section, under CMP.

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## 5 Operating Guidelines

This plan operates on the following guidelines:

- 1 All responses to a crisis / emergency will be governed by the highest concern for human safety, preservation of environment and property and restoring normal operations.
- 2 All reasonable and prudent measures will be taken by CMG to gather information about the emergency and for provision of support to affected site/location.
- 3 CMG Leader (or his nominee) & Group Head –HSE only should communicate to top management on Crisis / Emergency developments and to share information as appropriate within the company. (This is to prevent many persons communicating to top and sr. mgt which can cause confusion).
4. Only Media /Public co-ordinator (in consultation with top management) can address the media /provide information to media or any other external agency.

## 6 Crisis Management Centre (CMC)

A room in the lobby of Essar House has been designated as Crisis Management Centre. The CMC will have the following items:

- Video conferencing / Satellite TV facility.
- Dedicated direct telephone with speaker / fax line
- Computer
- Stationery items, white boards
- Photocopy machine (at Business centre/ immediate vicinity)
- Wall Clock
- LCD Projector

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- Copies of Role holders activity checklist
- Contact numbers- list
- List of CMG members and their alternates
- Road maps
- Copy of Crisis Management Plan
- Site / Location / Office Emergency response plans

CMC I/C should check the availability and working condition of the above items on a weekly basis and record the same in a register.

**Alternate CMC:** If CMC at Corporate Office, Mahalaxmi, Mumbai is not able to function due to some reason, CMC will be set up at the office located at the Essar office located at 'Peninsula Techno Park', Kurla, Mumbai.

## 7 CMG Rota

Management of crisis needs the availability of members from Crisis Management Group (CMG) at all times, and hence incorporates a rota for the CMG. Personnel for the role of CMG leader are taken from Sr Mgt levels. CMG members are drawn from personnel from different business /functions with adequate experience and is organised into a team, with defined roles and responsibilities for handling the crisis. CMG members will be rotated on a fortnightly basis (1<sup>st</sup> and 16<sup>th</sup> of every month) through out the year to perform the specific CMG role.

Updated copy of the CMG rota will be available with BMS, CMC (notice board) and also posted in the Intranet Portal (<http://essarnet:90/>). Any person nominated during the fortnight to perform the role, if going on leave / tour should nominate the alternate role holder and also inform the same to the CMC- I/C and Lobby Officer, who will carryout necessary communication on the change.

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During the management of any external emergency situation in the city, the CMG leader will discuss and decide on the extent of manning needed in the CMC. Depending on the extent of monitoring and assistance required, one or more persons from relevant depts. with appropriate training will carryout different jobs, apart from the support provided by BMS; In addition to the above, executives living close by to the office will be identified for providing support during such situations.

## 8 Communication

Communication is one of the important aspect in dealing with a crisis. All the components like phones, public address system etc. must operate effectively in order to achieve a successful response to a crisis.

During a crisis, the ERG Leader at the site / location (if ERG leader is tied up, his nominee) will contact the Duty BMS Officer (Mahalaxmi Office) who will inform the CMG leader or his alternate as needed.

If the CMG leader decides to convene the CMG/ call the CMG members, he will inform the same, to duty BMS officer who will communicate with the duty CMG members, asking them to arrive at the CMC.

Subsequently, during the functioning of the CMG, ERG Leader at site / location will communicate with the CMG leader through the CMC land line (022 66293744 / 45); Information on how the emergency at the site / location is being managed /assistance required from CMG etc should be carried out on a regular basis. CMG members should also communicate with their respective counterparts at the site at regular intervals to gather details and latest situation about the crisis (and assistance needed) and update the CMG leader.

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Subsequent to oral communication about the emergency, detailed information on the same (as given in the Annexure 1) should be sent to CMC as soon as possible.

**External emergencies:** On receipt of information from BMS duty officer or other source on external emergencies at Mumbai (Heavy rain /floods, Terrorist attacks, Riots etc), **Duty CMG leader** will evaluate the external emergency situation and will ask the concerned dept. e.g. Admin/Futura to carry out the actions. Actions to be taken will be decided through discussions and carried out as appropriate. BMS officer will also communicate about the external emergency to Group Heads-Administration, CHR & HSE and Head-Security.

## 9 Termination of Crisis

Termination should begin as soon as the emergency phase is completed. Termination activities should include debriefing (to CMG members involved in managing the crisis and others concerned at the site/location) and post-incident analysis and identification of a recovery plan.

### • Debriefing

Debriefing should begin as soon as the emergency phase of the operation is completed.

### • Post-Incident Analysis

Post - incident analysis is a reconstruction of the incident to establish a clear picture of events that took place during the emergency/ crisis.

As soon as practical, CMG, in consultation with Emergency Response Group at the site / location should construct a brief chronological overview of who did what, when and where during the incident to work out any improvements in Emergency / Crisis Management.

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## • Recovery Plan

The timing for moving from a response focus to a recovery focus will depend on the nature and magnitude of the crisis/ emergency and damage to the incident facility, structures and infrastructure. This process may be gradual and may take an extended period of time.

The Recovery Plan or a timetable for a Recovery Plan should be communicated to all interested parties. It is possible that recovery may continue long after resumption of normal operations.

## 10 Roles & Responsibilities

The roles & responsibilities of various role holders are explained below. This is given in a Check List format to enable ease of use during any requirement.

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## 10.1 CMG Leader:

1	Assess the situation at site / location / office and decide whether the CMG should be activated. In case of external emergency i.e. Heavy rain/floods, riots, evaluate the situation and ask the concerned dept. e.g. Admin/Futura to carry out the actions (given in the annexure)	<input type="checkbox"/>
2	If the situation is not a crisis (Level II), but requires advice and guidance provide guidance by staying in contact with the Site ERG leader.	<input type="checkbox"/>
3	If it is a Crisis (Level II) and CMG needs to be activated, activate, decide and take additional support needed from IT, Legal and Insurance.	<input type="checkbox"/>
4	Initiate call out of CMG members by informing the duty BMS officer.	<input type="checkbox"/>
5	Proceed to the CMC and establish communications with ERG Leader. Determine initial incident assessment, likely severity and what actions have been addressed.	<input type="checkbox"/>
6	Ensure that the members of CMG have been called out and arrived. Conduct a briefing on the situation when CMG members have arrived in the CMC.	<input type="checkbox"/>
7	Develop initial priority action plan with ERG leader and CMG members.	<input type="checkbox"/>
8	Ensure prompt notification to local response agencies, if incident is likely to require external assistance.	<input type="checkbox"/>
9	Ensure local regulatory authorities are notified.	<input type="checkbox"/>
10	Establish the position that the company should take in relation to the incident.	<input type="checkbox"/>
11	Ascertain how the Emergency Response Group (ERG) is coping. Check whether extra support is required.	<input type="checkbox"/>
12	Ascertain arrangements made to ensure that normal business is maintained.	<input type="checkbox"/>
13	In order to avoid rumours, arrange for a brief statement describing the situation through Media / Public Coordinator.	<input type="checkbox"/>
14	Assess whether the emergency is likely to be extended beyond twelve hours requiring rotation of group members.	<input type="checkbox"/>

## 10.2 Logistics Co-ordinator:

1	On receiving the call from the BMS officer, proceed to CMC and obtain briefing / observe details from the board.	<input type="checkbox"/>
2	Confirm that appropriate Logistics requirements are considered.	<input type="checkbox"/>
3	Arrange, if required, for evacuation of Injured personnel to Mumbai or other nearby major hospital, vehicle requirements, chopper/ flight arrangement, mobiles, and guest house for relatives, etc. Arrange any other logistic support needed. e.g. train /commercial flight bookings, FF Foam, Dispersants. <b>(names/ contact details are available in both hard and soft copy in the CMC)</b>	<input type="checkbox"/>
4	Ascertain from the ERG (logistics co-ordinator) any additional support required /Maintain close liaison with ERG (logistics co-ordinator).	<input type="checkbox"/>
5	Check/ establish contact with required logistics service providers (ambulance, airlines, blood bank, suppliers etc.)	<input type="checkbox"/>
6	Arrange for personnel to co-ordinate with external agencies or for travel arrangements to incident site.	<input type="checkbox"/>
7	Keep a personal log of all communications and action taken. Regularly up date CMG leader	<input type="checkbox"/>
8	Review emergency response events; provide recommendations for response improvements.	<input type="checkbox"/>

### 10.3 HSE Co-ordinator:

1	On receiving the call from BMS duty officer, proceed to CMC and obtain briefing / observe details from the board. If the CMG leader has not arrived, act as the CMG leader and perform his duties till he arrives.	<input type="checkbox"/>
2	Advise the CMG Leader on safety, environmental, social, security and regulatory aspects of the incident in consultation with site HSE Manager, Security officer, Business HSE manager etc. .	<input type="checkbox"/>
3	Assess the damage and potential damage to environment and sensitive areas which might be affected by the incident, and consider what actions might be taken to minimise the consequences of the incident. Discuss with site environment personnel and other company environment experts in this regard.	<input type="checkbox"/>
4	Ensure that Media / Public Affairs Co-ordinator are aware of the Company's safety and environmental record /details needed during media communication.	<input type="checkbox"/>
5	Consider whether additional HSE advice is required.	<input type="checkbox"/>
6	Advise the CMG on any legislative HSE aspects (DGH, DGMS, Factories Inspectorate, CCOE, MOEF, PCB, DGS etc.) regarding communication /notification; Discuss with site HSE personnel in this regard.	<input type="checkbox"/>
7	Identify possible impact on community. Identify which location/community is involved and appraise Media / Public Co-ordinator.	<input type="checkbox"/>
8	Ensure that contacts have been established with relevant Govt. depts. and organisations and required notifications, reports and liaisons are properly carried out; Discuss / confirm with site HSE personnel on requirements.	<input type="checkbox"/>

## 10.4 CRG Co-ordinator:

1	On receiving the call from the BMS officer about a crisis, proceed to CMC and obtain briefing / observe details from the board. (If CRG coordinator is located outside Mumbai, please obtain information from CMG leader)	<input type="checkbox"/>
2	Discuss with Senior Managers of CRG, on the likely Government / other contacts to be in touch with, for any assistance needed for the crisis.	<input type="checkbox"/>
3	Once decided, on the person/s to be contacted for likely assistance, either directly contact or contact through CRG Senior Management as needed. Identify the likely assistance needed from the contacts in connection with the crisis and arrange accordingly.	<input type="checkbox"/>
4	Provide regular update to CMG leader on the persons contacted and assistance sought.	<input type="checkbox"/>
5	At regular intervals, obtain updates/ latest situation on the crisis and plan accordingly for assistance.	<input type="checkbox"/>
6	On termination of the crisis, take advice from CMG leader and Senior Management of CMG for further course of action.	<input type="checkbox"/>

## 10.5 Media / Public Co-ordinator:

1	On receiving the call from duty BMS officer, proceed to the CMC and obtain briefing / observe details from the board.	<input type="checkbox"/>
2	Determine the media strategy in discussion with the CMG Leader /Top Management.	<input type="checkbox"/>
3	Prior to releasing of any information to public/ media, discuss and finalise contents with CMG Leader and Top Management.	<input type="checkbox"/>
4	Prepare periodic statements to inform media. Statements must be factual.	<input type="checkbox"/>
5	Give publicity to approved statements as soon as possible.	<input type="checkbox"/>
6	Ensure that the CMG members have an up-to-date statement for response to any external enquiries. ( Note: CMG members shall not address the media)	<input type="checkbox"/>
7	Consider the long-term media implications and the effect on Company's image and reputation.	<input type="checkbox"/>
8	Keep a personal log of all communications (including print outs) and actions taken.	<input type="checkbox"/>

## 10.6 H R Co-ordinator:

1	On receiving the call from the duty BMS officer, proceed to the CMC and obtain briefing / observe details from the board.	<input type="checkbox"/>
2	Advise the duty CMG Leader on the HR support during and after the incident. Consult Business /Site HR Managers. Work out liaison arrangements if Contractor personnel are involved.	<input type="checkbox"/>
3	Determine if expatriate personnel are involved and arrange for additional requirements.	<input type="checkbox"/>
4	Obtain appropriate financial authorities for advances, imprest (in case of emergency only) and travel, if required.	<input type="checkbox"/>
5	Consider whether additional personnel (business HR) are needed for support / replacement.	<input type="checkbox"/>
6	Prepare a list of volunteers for blood donation.	<input type="checkbox"/>
7	Arrangement of personnel (with authorisation for signing documents) at the hospital for support of injured; Ensure co-ordination with relatives.	<input type="checkbox"/>
8	Provide assistance for completing formalities where needed (post mortem etc.) in the event of any death.	<input type="checkbox"/>
9	Keep a personal log of all communications and actions taken.	<input type="checkbox"/>

## 10.7 Incident Recorder:

1	On receiving the call from the duty BMS officer, proceed to the CMC and obtain briefing / observe details from the board.	<input type="checkbox"/>
2	Keep record of all important events, decisions etc. Maintain the event log chronologically.	<input type="checkbox"/>
3	Keep sequential record of information passed on to the media and regulatory authorities by date & time.	<input type="checkbox"/>
4	Provide regular updates to CMG leader / other members whenever needed.	<input type="checkbox"/>
5	Keep a personal log of all communications and actions taken. Receive calls in CMC, if diverted by telephone co-ordinator.	<input type="checkbox"/>

## 10.8 Telephone Co-ordinator:

1	Keep a log of all calls received.	<input type="checkbox"/>
2	Keep a personal log of all communications and actions taken.	<input type="checkbox"/>
3	Confirm with caller about the nature of concern/enquiry and direct to the appropriate CMG member	<input type="checkbox"/>
4	Relative's calls: Inform the caller that all requirements are being dealt with by the HR Co-ordinator and transfer the call to him.	<input type="checkbox"/>
5	Calls from VIP, Government bodies should be directed to the CMG Leader.	<input type="checkbox"/>
6	Do not pass any information about the incident to any caller.	<input type="checkbox"/>
7	Where needed always use approved written statements.	<input type="checkbox"/>

### Note:

- 1 Head Administration, if required, to arrange for an additional telephone operator to manage calls during crisis.
- 2 The current CMG rota list should be readily available to enable call them quickly as asked by the CMG leader (though the rota is available in the HSE portal in Essar Intranet, a hard copy should be kept ready in a file to save time).



## 10.9 Operations / Technical Support Co-ordinator (Businesses):

1	On receiving the call from the duty BMS officer, proceed to the CMC and obtain briefing / observe details from the board.	<input type="checkbox"/>
2	If the incident needs specific technical inputs, check up whether any expert on the subject in the business is available for provision of additional technical support.	<input type="checkbox"/>
3	Verify if communications have been established with the concerned at the site. If not, establish communications with the concerned in the Emergency Response Group (ERG) and receive a full briefing on the situation at the site. Keep the ERG advised on actions being taken by the CMG in consultation with other CMG members.	<input type="checkbox"/>
4	Brief the CMG Leader on technical aspects related to the incident if needed.	<input type="checkbox"/>
5	Confirm that the required operational /technical documents are available or arrange for the same. *	<input type="checkbox"/>
6	Check that the CMG is fully aware of the actions, decisions and concerns of the ERG.	<input type="checkbox"/>
7	Advise CMG on the operational and technical aspects of the incident and the potential technical and operational impacts.	<input type="checkbox"/>

\* **NOTE:** *Each business should work out the requirements in advance and arrange for the availability of critical documents (drawings/technical information) required in the management of the crisis. These documents (in soft or hard copy) should be accessible 24X7 to the respective operations/ technical support co-ordinator.*

# Annexure 1

## Reporting format

### Initial Report

- 1) Date/time of incident, indicating time zone if outside India.
- 2) Location of Incident
- 3) Description of incident
- 4) Weather conditions – Wind direction, speed, Rain etc. (where applicable)
- 5) Weather forecast for the coming 24 hours.
- 6) Distance from nearest offsite population
- 7) Name and type of external agencies contacted./ Purpose of contacting the agencies (for assistance, information or any other)
- 8) Name and type of external agencies who have responded
- 9) Number of Persons at risk – on site (give number of casualties, if any)
- 10) Number of Persons at risk – off site
- 11) Estimated damage to property/ environment
- 12) Site ERP team members
- 13) Name of person(s) in Crisis Management Centre contacted (Incident reported to/ date/time)
- 14) Type of assistance required from Crisis Management Centre
  - a) Evacuation of personnel (all logistics)
  - b) Information to media
  - c) Assistance from Essar (experts) and authorities
  - d) Material Resources e.g. F F Foam, Oil spill dispersant
  - e) Finance: e.g. guarantees.
  - f) Any other

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15) Frequency of follow up reports.

Format of Follow up Reports

Date	Time (hrs)	Description	Situation (in control, critical)

## Annexure 2

### Extended Emergency Checklist

(To be used in the event, the CMG is active for more than 12 continuous hours.)

**Completed**

<b>1</b>	Alert your alternate, informing time by which he/she will be required at Crisis Management Centre (normally schedule for 8 to 10 hour shifts)	<input type="checkbox"/>
<b>2</b>	Try and stagger change-over time over a reasonable period to avoid concurrent change-over of several people and ensure continuity of response activities	<input type="checkbox"/>
<b>3</b>	Provide a complete briefing on emergency, current status, actions taken and actions required to be taken	<input type="checkbox"/>
<b>4</b>	Ensure that on-going external contacts (where needed) are made aware of change over	<input type="checkbox"/>
<b>5</b>	Stay with your alternate until satisfied that he/she is fully conversant with the situation.	<input type="checkbox"/>
<b>6</b>	Ensure your reliever is provided with your after hours contact numbers.	<input type="checkbox"/>
<b>7</b>	Ensure adequate rest and sustenance , since you may be required again later	<input type="checkbox"/>

**Notes:**

## Annexure 3

### External Contacts Checklist

	<b>External Contact</b>	<b>Time Contacted</b>	<b>Comments / Remarks</b>	
<b>1</b>	Government Agencies			<input type="checkbox"/>
	Local			<input type="checkbox"/>
	State			<input type="checkbox"/>
	Central			<input type="checkbox"/>
<b>2</b>	Specialists			<input type="checkbox"/>
<b>3</b>	Contractors			<input type="checkbox"/>
<b>4</b>	Embassy / Consulate			<input type="checkbox"/>
<b>5</b>	Environmental Agencies			<input type="checkbox"/>
<b>6</b>	Hospital / Medical Agencies			<input type="checkbox"/>
<b>7</b>	Insurers			<input type="checkbox"/>
<b>8</b>	Lawyers			<input type="checkbox"/>
<b>9</b>	Customers			<input type="checkbox"/>
<b>10</b>	Other Companies			<input type="checkbox"/>
<b>11</b>	Police			<input type="checkbox"/>
<b>12</b>	Media			<input type="checkbox"/>
<b>13</b>	Airlines			<input type="checkbox"/>
<b>14</b>	Suppliers			<input type="checkbox"/>
<b>15</b>	Blood Bank			<input type="checkbox"/>
	<b>Others</b>			

## Annexure 4

### Post Incident Analysis Checklist

		Remarks	
	<b>Command &amp; Control</b>		
1	Was the emergency response organised according to the existing emergency response procedure?		<input type="checkbox"/>
	<b>Tactical Operations</b>		
2	Were tactical operations conducted in a timely and coordinated fashion?		<input type="checkbox"/>
3	Do revisions need to be made in any procedures?		<input type="checkbox"/>
	<b>Resources</b>		
4	Were human and material resources adequate to conduct the response effectively?		<input type="checkbox"/>
5	Are improvements needed to facilities or equipment?		<input type="checkbox"/>
	<b>Support Services</b>		
6	Were support services adequate and provided in a timely manner?		<input type="checkbox"/>
7	What is needed to increase the provision of support to a necessary level?		<input type="checkbox"/>
	<b>Plans and Procedures</b>		
8	Were the Emergency Response /Crisis Mgt. Plans and associated procedures current?		<input type="checkbox"/>
9	Did they adequately cover notification, assessment, response, recovery and termination?		<input type="checkbox"/>
10	Were roles and assignments clearly defined?		<input type="checkbox"/>
11	How will plans and procedures be upgraded to reflect successful and unsuccessful aspects of the emergency response?		<input type="checkbox"/>
12	What other procedures could have been in effect?		<input type="checkbox"/>
13	Are there any procedures that should be eliminated?		<input type="checkbox"/>
14	What additional protective measures could have been taken to eliminate the damage?		<input type="checkbox"/>
15	Have there been any changes in the facilities, equipment or operations of the institution that warrant changes in the procedures for emergency management?		<input type="checkbox"/>

	<b>Training</b>		
16	Did this event highlight the need for additional basic or advanced training?		<input type="checkbox"/>
	<b>Communication</b>		
17	How well did internal and external communication work?		<input type="checkbox"/>
18	What should be clarified or changed?		<input type="checkbox"/>
	<b>Legal</b>		
19	Are there ongoing legal issues that need to be resolved?		<input type="checkbox"/>
	<b>Insurance</b>		
20	Were there any lessons related to Insurance / related matter		<input type="checkbox"/>

## Annexure 5

### Termination of Crisis Checklist

**Completed**

<b>1</b>	Confirm that the emergency /crisis is over.	<input type="checkbox"/>
<b>2</b>	What resources are required for on-going control (if appropriate)	<input type="checkbox"/>
<b>3</b>	Final information release and/or notification to:	<input type="checkbox"/>
	Employees, Consultants, Contractors	<input type="checkbox"/>
	Emergency Services	<input type="checkbox"/>
	National and State Regulatory Authorities	<input type="checkbox"/>
	Environmental Agencies	<input type="checkbox"/>
	Public & Media	<input type="checkbox"/>
<b>4</b>	De-brief all personnel	<input type="checkbox"/>
<b>5</b>	Close down additional security arrangements, if not required	<input type="checkbox"/>
<b>6</b>	Continue counselling for those involved in the emergency	<input type="checkbox"/>
<b>7</b>	Compile and file all documents relating to the response	<input type="checkbox"/>
<b>8</b>	Arrange for full emergency investigation and analysis	<input type="checkbox"/>
<b>9</b>	Carry out follow-up review to ascertain effectiveness of:	<input type="checkbox"/>
	Callout	<input type="checkbox"/>
	Emergency response functions	<input type="checkbox"/>
	Operational emergency response	<input type="checkbox"/>
<b>10</b>	Approve/comment on emergency debriefing reports and recommended actions	<input type="checkbox"/>
<b>11</b>	Recommend revision of Crisis Management Plans as required	<input type="checkbox"/>

**Notes:**



## **Annexure 6**

### **Bomb Threat Checklist**

If you receive a bomb threat:

1. Remain Calm
2. Ask the following questions:
  - When is the bomb going to explode?
  - Where did you put the bomb?
  - When did you put it there?
  - What does the bomb look like?
  - What kind of bomb is it?
  - What will make the bomb explode?
  - Did you place the bomb?
  - What is your name?
  - Where are you now?
3. If a suspected explosive device is found
  - Do not touch
  - Notify your Fire Warden/Security Officer
  - Prevent all persons from entering the area
  - Clear the area
6. Record exact wording of threat

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#### **4. Report Immediately to Duty CMG Leader**

#### **5. REMEMBER TO KEEP CALM. DON'T HANG UP**

VOICE	SPEECH	MANNER	TELEPHONE	BACKGROUND
<input type="checkbox"/> Man	<input type="checkbox"/> Fast	<input type="checkbox"/> Calm	<input type="checkbox"/> Local	<input type="checkbox"/> Music
<input type="checkbox"/> Woman	<input type="checkbox"/> Slow	<input type="checkbox"/> Angry	<input type="checkbox"/> STD	<input type="checkbox"/> Talk
<input type="checkbox"/> Child	<input type="checkbox"/> Distinct	<input type="checkbox"/> Emotional	<input type="checkbox"/> ISD	<input type="checkbox"/> Children
<input type="checkbox"/> Unknown	<input type="checkbox"/> Impeded	<input type="checkbox"/> Loud	<input type="checkbox"/> Mobile	<input type="checkbox"/> Traffic
	<input type="checkbox"/> Stutter	<input type="checkbox"/> Soft		<input type="checkbox"/> Machines
	<input type="checkbox"/> Nasal	<input type="checkbox"/> Pleasant		<input type="checkbox"/> Aircraft
	<input type="checkbox"/> Hesitant	<input type="checkbox"/> Raspy		<input type="checkbox"/> Trains
	<input type="checkbox"/> Uneducated	<input type="checkbox"/> Intoxicated		<input type="checkbox"/> Other

#### **CALL TAKEN**

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Duration of Call: \_\_\_\_\_

Number Called: \_\_\_\_\_

#### **RECIPIENT**

Name: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Signature: \_\_\_\_\_

***NOTE:*** Precautions and actions to be taken for other emergencies such as chemical threats, suspected contact, receipt of hazardous material, hold up or armed violence, identifying and handling suspicious packages/mails are provided under 'Emergency Procedures' for Offices.

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## Annexure 7

### Earthquake Response Plan

#### **Part A: Actions to be taken by employees (at offices) :**

##### **In case of Earthquake**

- Follow instructions for evacuation
- Assemble in an open space till situation improves.
- Do NOT enter or stand under a structure or tree etc.
- If you remain inside, take shelter under a table (This will help protect from falling debris).

#### **Part B: General Information and actions :**

Physically, an earthquake is the result of a sudden movement of two blocks of rock along a break (fault) deep within the earth's crust. A moderate earthquake may last only a few seconds. A large earthquake could last several minutes. Aftershocks are minor earthquakes that happen when the earth underneath the surface adjusts to a new position.

Although ground shaking is the major source of earthquake damage, secondary effects such as landslides, flooding of low-lying areas and tsunamis or tidal waves washing over coastlines can also cause loss of life and massive destruction to property and the environment.

Earth quakes cannot be predicted. However, preparation and precaution before an earthquake is the best way of dealing with the problems associated with earthquake-prone area.

##### ***Before An Earthquake***

- Anchor gas lines suitably, since fire damage can result from broken gas lines.

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- Keep Safety torch for any such emergencies
- Have first-aid kits on hand and sufficient supply of required medicines.

### ***During An Earthquake***

- Stay calm. Think through the consequences of any action you take. Try to reassure others.
- If indoors, watch for falling plaster, bricks, light fixtures, cabinets and other objects. Stay away from windows, mirrors etc.
- Get under a table, desk or bed
- Get in a corner, away from windows
- Get in a strong doorway--but don't let the door slam on your fingers.
- Do not run outside until the shaking has stopped/ debris may be falling from roof.
- If outside, avoid high buildings, walls, power poles and other objects which could fall. Do not run through streets. If possible, move to an open area
- If on the road, pull over and stop until you believe it is safe to continue.
- Turn off electricity, gas and water main switches and valves.

### ***After an Earthquake***

- If uncertain about any potential hazard in a building do not enter that area.
- Evaluate the damage to your building and take appropriate actions.

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## **Annexure 8**

### **Floods – Response Plan**

#### **Part A: Actions to be taken by employees:**

##### **In case of flooding in the city**

- Do not venture outside until situation improves.
- Staff working in lower lobby to evacuate to upper floors
- Remove documents/property to higher levels.
- Check the latest information put up by duty officer, at regular intervals.
- Do not panic and listen to instructions from Duty Officer.
- Offer to volunteer assistance.
- In case the situation improves & you wish to travel, then move in groups.
- Do NOT travel alone.

#### **Part B: Check list / Guide Lines for Administration dept. during floods**

1. Single point contact (for taking decisions / giving instructions) regarding arrangements for food, transport, guest house, in-house services, etc to be established.
2. Information to be provided to all employees, where needed regarding flood situation via mail/ SMS / flashes at desktop / public address system etc
3. Travel information to be provided to employees via maps / routes etc to be displayed at various exit points.
4. Accommodation and transportation arrangements to be worked out and allocated e.g. through 'Futura'.
5. Vehicles like Sumo / Safari / Scorpio & other heavy four wheeler vehicles to be located (in advance) for transportation.
6. Mike /similar arrangements to be available to address employees in large numbers at cafeteria, conference rooms, lobby, podium, etc.

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## **Part C: General Information and Actions**

### **General Information: Types of Flooding**

#### ***River Flooding***

Flooding along rivers is a natural and inevitable part of life. Some floods occur seasonally during heavy rains, fill river basins with too much water too quickly. Torrential rains from decaying hurricanes or tropical systems can also lead to river flooding.

#### ***Coastal Flooding***

Winds generated from tropical storms and hurricanes or intense offshore low pressure systems can drive ocean water inland and cause significant flooding. Escape routes can be blocked by high water. Coastal flooding can also be produced by sea waves called tsunamis.

#### ***Flash Flooding***

Several factors contribute to flash flooding. Two key elements are rainfall intensity and duration. Intensity is the rate of rainfall and duration is how long the rain lasts.

Flash floods occur within a few minutes or hours of excessive rainfall or other causes e.g. failure of a dam. Flash floods can roll boulders, tear out trees, destroy buildings and bridges and scour out new channels. Rapidly rising water can reach heights of several feet. You will not always have a warning that these deadly, sudden floods are coming. *Most flood deaths are due to FLASH FLOODS.*

### ***Actions to be taken before the Flood***

- Know flood risk and elevation above high flood level in your area.
- Get a contour map of the area, if possible with reduced levels & benchmarks.
- Ensure that all power cable routing as well as joints are safe for functioning under flood.
- Keep watching / listening to weather forecasts for any flood warning.

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- Store sufficient drinking water as water supply may be interrupted.
- Keep a stock of food that requires little cooking and no refrigeration.
- Assemble a disaster supplies kit containing first aid kit, canned food, can opener, bottled water, rubber boots, rubber gloves, flashlight and extra batteries.
- Arrangements in place for immediate evacuation to safe place.

### ***Action during the Flood***

- Evacuate from areas affected by flooding.
- If required, cut off power supply.
- Avoid already flooded and high velocity flow areas and not attempt to cross flowing streams.
- All drivers and persons, who are driving, should be made aware that the road bed may not be intact under flood waters. They should be warned to turn around and go another way. They should NEVER drive through flooded roadways.
- If the vehicle stops / malfunctions, all should be informed to leave it immediately and seek higher ground. Rapidly rising water may engulf the vehicle and its occupants and sweep them away.

**Remember, it's better to be wet than dead!**

- Be especially cautious at night when it is harder to recognize flood dangers.

### ***Action after the Flood***

- Ensure boiling of drinking water before use.
- Seek necessary medical precautions for water borne diseases as they generally break out as aftermath of flood.
- Electrical equipment should be checked and dried before being returned to service.
- Check for stability of all equipment foundations & their integrity.

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## **Annexure 9**

### **External Emergencies at Mumbai e.g. terrorist attack which are of serious nature and could impact our personnel /property**

#### **Actions to be taken at CMC**

- 1 Crisis Mgt. Centres (CMC) shall be set up at Mahalaxmi / Kurla offices; If the threat level requires, activate Emergency Response Centres at sites (Vadinar, Hazira, Vizag and other sites as required)
- 2 Regular communication by the sites to the CMC at Mahalaxmi office shall be carried out on latest status.
- 3 Additional security measures shall be put in place by the sites/offices and the measures taken shall be communicated to the person monitoring the CMC (CMC-I/C); The CMC-I/C should communicate important information to the CMG leader /others identified in the CMG team for receiving information. .
- 4 Depending on the situation/information from authorities, emergency will be terminated and communicated to all sites/offices.

NOTE: For the above emergency situation, the need for activation of the CMG is not required. One or more persons will monitor the CMC and will carry out the duties specified.

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### **Duties of personnel manning CMC during external emergencies**

- Check the status from 'Emergency Control Rooms' (Vadinar, Hazira & Vizag sites & BKC office) regularly, if they are set up (about once in 2 hours) on the safety & security precautions taken and record.
- If any abnormal situations / conditions are reported by the sites, communicate the same to the relevant Business / Departmental Heads & to Group Head-HSE.
- Monitor the TV news pertaining to current emergency /security threat at Mumbai and possibly other locations and communicate to Heads of Security, CHR, Corporate Affairs, Admin& Group HSE.
- Assist Business / Departmental Heads on any requirements e.g. calling the required personnel to the Crisis Mgt Centre/sending communication etc.
- Interact with Essar House Security personnel (BMS) on security and connected matters.
- Do not reply to media, if there are any queries from Media. Communicate the same to Corporate Communications dept. for doing the needful.
- Maintain a log of the activities in your shift
- Brief your reliever on important points

In case of any doubt check with Head of Security / HSE / Admin.

#### **Employees:**

- Do not venture outside until situation improves.
- Check the latest information for taking precautions.
- Do not listen to rumors.
- When situation improves, confirm the same and only if essential go out.

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## **Annexure 10**

### **Riots / Civil Disturbance - Action plan**

- Management (CHR) will determine whether the risk level warrants office closure.
- Admin will inform all employees of any security decisions through e mail /SMS. Employees may contact BMS Duty Officer/ Chief - Security/ Crisis Management Centre, for instructions if there is uncertainty in the security situation.
- BMS will try and keep updated information on the latest developments in the city through various sources.
- Any extraordinary developments will be communicated at intervals on a need to know basis.
- Do not listen to rumors. Do not panic.
- Take all precautions, such as
  - not parking your vehicle in the public road
  - avoiding unnecessary movement in public places such as roads
  - Keeping the doors and other access points locked
  - Informing your security (housing colony/co-operative) to take precautions
  - Stock sufficient water/eatables, if you have to remain in doors for a while.

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## Annexure 11

### General Emergencies – Checklist

#### 1. Action by CMG:

- Duty CMG leader will call the CMG, if required / if it is safe to travel (Number of CMG members to be present, will be decided by the CMG leader depending on the emergency)
- Check present status of the emergency; (also one person to monitor TV news on regular basis, if needed)
- Inform Senior Management
- Consult / Call for a quick meeting (if they are available at that time) with concerned HOD's i.e. CHR /Admin / Security / HSE on the approach to be taken for handling the emergency.
- Plan and carryout the actions
- Communicate plan to senior management
- Review status and work out further actions needed.
- Check whether sites (Hazira/Vadinar and others) also need to take precautions; If so call the respective site heads (or site emergency team) and discuss the same for implementation / Periodically review status.
- If necessary have the sites setup their 'Emergency Response Centres'
- For extended emergencies, work out plans for relievers and confirm the same.

#### 2. Action by Security Manager / BMS:

- BMS to contact all known sources and to keep up dated information on the latest developments. (for external emergencies)
- Inform periodically the CMG leader on the status.

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- Ensure Essar House, Ruia House and Kurla office entry points are secure.
- If there is space inside the office parking lot, and where situation requires, arrange for safe parking of cars inside.

### **3. Action by Employees:**

- Check latest information for taking precautions. If needed, check with duty BMS officer/CMC for information.
- Check periodically your mobile for any SMS given by the company for your safety/ security
- Do not listen to rumours.

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