



## *Standard of Operation*

### *Emergency Preparedness and Response*

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#### **Revision History**

<b>Rev</b>	<b>Date</b>	<b>Reason for Issue</b>	<b>Prepared</b>	<b>Checked</b>	<b>Approved</b>

#### **Revision Control**

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## 1 Introduction

Africa Oil Corp. is a Canadian oil and gas company with a diversified African portfolio. The Company is listed on the Toronto Stock Exchange and Nasdaq Stockholm under the symbol "AOI". Africa Oil has transitioned to a full cycle E&P growth vehicle with production, cashflow, world-class development as well as significant exploration upside. The Company's portfolio includes proposed development (Kenya Lokichar Basin), production (Nigeria Deepwater) and exploration (Kenya, South Africa and Deepwater Equity Investment) assets.

This document describes the Standard of Operation that Africa Oil requires to be implemented for its operated assets and which it will use with its Operating Partners on non-operated assets to ensure, as far as practicable, that activities are conducted in line with Africa Oil expectations.

## 2 Objectives

The objectives of this Standard are to:

- Define the scope of activities;
- Outline applicable standards, requirements and procedures;
- Define roles and responsibilities;
- Define training requirements;
- Define monitoring requirements; and
- Define performance reporting procedures.

This Standard defines the minimum requirements for the conduct of activities at projects and assets in which Africa Oil is either the Operator or is in a Non-Operated Joint Venture.

## 3 Scope

Application of this Standard is mandatory on all Africa Oil operated assets and Africa Oil will use this Standard with its Operating Partners on non-operated assets to ensure, as far as practicable, that activities are conducted in line with Africa Oil expectations.

This Standard applies to all Africa Oil activities (acting as Operator or in a Non-Operated Joint Venture) throughout the life of all Projects or Assets when on-site activities have commenced.

While the intent is that the Standard is applicable to all Africa Oil activities, it is recognised that in situations where Africa Oil has a minority non-operating interest in a Project or Asset, it may not be possible to exercise an appropriate level of influence over the operation to ensure full conformance with this Standard. Nonetheless, it is expected that Africa Oil will use reasonable efforts to assure itself that the Operator is undertaking its activities in broad conformance with this Standard.

Where a conflict exists between the requirements of this standard and local regulatory laws, the applicable law must be applied. Where the requirements of this standard are more stringent than local laws, or accepted practices, then the requirements of this standard must be applied.

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### 4.1 Risk Identification and Assessment

Credible emergency scenarios will be documented, based on the Operator risk registers/assessments and include an evaluation of the potential likelihood, severity and operational impact of:

- Medical emergencies (Illness, Injury, Fatality)

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- Road transport incidents
- Aviation or marine transport incidents
- Natural disasters
- Fire and/or explosion
- Hazardous release to the environment (including well control)
- Community protest or targeted demonstrations
- Security incidents (crime, civil disorder, terrorism, kidnap, piracy, war)

Oil Spill Risk Assessment (OSRA) must be conducted and documented to identify the specific spill risks associated with the activity and/or operation. Credible oil spill scenarios will be derived as part of the OSRA and include:

- Evaluation of the potential likelihood, severity and impact of a spill, including spill behaviour and spill-movement modelling using latest generation models and techniques on people, ecological and socio-economic sensitive resources (reference ESIA).
- Worst case discharge volume in a blow-out scenario.
- Worst-case discharge volume from the installation.

A cross-functional team, inclusive of stakeholders, shall be engaged to define and document:

- Mitigation activities designed to reduce the impact(s) arising from each identified credible scenario. In the context of loss of well control this must involve an evaluation of the relative merits of well intervention, source capping, sub-sea containment or any other suitable new technologies as they are developed.
- Preparedness activities associated with organizing and mobilizing essential response resources including contracting and logistical requirements.
- Response strategies and actions designed to contain and/or reduce the impacts on people, the environment, property and the Operator's reputation.
- Recovery strategies and actions required post- emergency for the re-establishment of normal state.

The Operator risk register or other appropriate risk register/assessment will be updated where the assessment of, and preparation for, emergencies result in changes to the risk profile.

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### 4.2 Organization of Emergency Response

A crisis and emergency response organization will be established such that:

- There is a tiered response structure to direct, control, coordinate and escalate response and recovery activities.
- Authorized and competent personnel are in place to respond to and manage emergencies as follows:
  - Confirm the nature and extent of an incident;
  - Trigger and activate an appropriate emergency response at each tier level, commensurate with severity of the emergency;
  - Have plans, processes and procedures for the activation, coordination escalation and communication of the incident response;
  - Have resources available to support the plans, processes and procedures to manage an emergency; and - Communicate with stakeholders.
- There is adequate redundancy of personnel such that successful emergency response is likely, even if key individuals are not able to perform their assigned roles.

### 4.3 Emergency Response Plans

Incident Management and Oil Spill Contingency Plans must be developed such that they are scaled according to the activities, associated hazards, risks and applicable regulatory requirements.

Incident Management Plans must be documented such that the following elements are addressed;

- Critical information that is organized and prioritized for quick access;
- Process for notification, activation and escalation of response including external supporting resources and organizations;
- Incident management process, checklists and tools for continuous assessment, prioritisation, tasking, communication and coordination of response activities;
- Description of and method for activating owned or contracted resources and equipment;
- Description of, or access to up to date contact directory;
- A communications plan to engage stakeholders including coordination with Parent Company /shareholders;
- Direct reference to any supporting plans or procedures including bridging documentation.

Oil Spill Contingency Plans (OSCP) must be documented such that the structure is commensurate with good industry practice unless local regulatory requirements dictate otherwise.

Incident Management and Oil Spill Contingency Plans must be approved by the appropriate Operator EHS Manager (or other as appropriate).

A crisis management plan will be maintained by the Operator to govern the Operator's strategic response to crisis situations.

A crisis management plan will be maintained by Africa Oil to govern Africa Oil's strategic response to crisis situations.

### 4.4 Business Continuity

A business impact assessment must be conducted and documented to identify critical activities whose loss as the result of a disruption beyond the emergency response phase would have the greatest impact in the shortest time and which need to be recovered from most rapidly.

The business impact assessment must identify measures that:

- Reduce the likelihood of a disruption.
- Shorten the period of disruption.
- Limit the impact of a disruption on key products and services

Business continuity strategies and plan(s) including Information System Disaster Recovery plans must be developed such that the following objectives are documented:

- Critical activities to be recovered.
- Timescales in which they are to be recovered.
- Resources including external needed for implementing the recovery.
- Recovery levels needed for each critical activity.
- The situation in which the plan can be utilized.

Plans must be documented and approved by the Asset general manager responsible for the activity and endorsed by the appropriate Operator EHS Manager (or other as appropriate).

### 4.5 Resources

Resource management and procurement arrangements must be put in place to ensure timely and unimpeded access to resources and equipment during a response, including;

- Equipment suitable for the range of identified hazards, environmental and operating conditions.
- Capacity and type sufficient to deal with the immediate response on site until additional resources can be activated and deployed.
- For oil spill scenarios the capacity and type suitable not only for potential volumes that could be spilled but also for the protection of important ecological or socio-economic resources at risk (reference ESIA and oil spill modelling).
- Pre-planned staging of equipment with necessary logistics to ensure equipment is available and deployable in the shortest time frame possible.
- Establishment of contracts with external providers pre-activity for access to additional equipment and resources including well intervention, source capping and sub-sea containment with agreed service levels.
- Alarm and warning systems to inform all affected personnel an emergency condition exists and what actions to take.
- Provision of access to medical resources including emergency transportation and access to approved medical facilities.
- Development of Mutual aid arrangements inclusive of each participant's commitment, as well as other agreed responsibilities.

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- Establishing inspection, testing and maintenance procedures in alignment with manufacturer's recommendations.

### 4.6 Training and Exercises

Individuals assigned emergency response duties must be trained in their roles and responsibilities prior to commencement of emergency response or incident management duties. Thereafter, individuals must undertake the following minimum training:

- Annual refresher training.
- Participation in at least one scenario-based exercise annually.

Exercises must be developed using risk-based scenarios designed to test and evaluate individual essential elements, interrelated elements, or the entire plan(s), procedures, and capabilities.

Post exercise and event reviews must be conducted to assess the achievement of the aims and objectives and provide a written report that includes outcomes and required actions.

Training and exercise records and competency assessment records must be maintained up to date.

### 4.7 Internal Review

Internal review of emergency response, incident management and business continuity plans, equipment and resources must be undertaken:

- Annually.
- As part of the management of change process when there is any change to the nature of operational activity, associated risks or availability of response resources or equipment.
- Following identification of any key lessons during training exercises or response to real events.
- Following any change in regulatory or Company requirements.

## 5 Roles and Responsibilities

### 5.1 Ownership of the Standard

Overall responsibility for implementation of the Standard rests with the Africa Oil Chief Operating Officer.

### 5.2 Operator Responsibilities

The Operator shall, as a minimum, be responsible for managing emergency preparedness and response in accordance with this Standard. In a Non-Operated Joint Venture, the parent company of the Operator will be responsible for ensuring that appropriate systems and procedures are in place, and in line with this Standard.

The Operator shall review local legislative requirements with respect to emergency preparedness and response and establish appropriate controls to ensure compliance.

### 5.3 Africa Oil Responsibilities

Africa Oil will cooperate and coordinate with the Operator to the extent required to confirm that an appropriate emergency preparedness and response system is in place.

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### 6 Training

Africa Oil will ensure that its staff are appropriately trained in the requirements of this Standard. The Operator will be responsible for this appropriate training of its staff.

### 7 Monitoring

Africa Oil will assess on an annual basis that the Operator has appropriate and fit for purpose emergency preparedness and response procedures in place to meet the expectations set out in this Standard.

### 8 Key Performance Indicators

Key Performance Indicators (KPIs) for the effective implementation of this Standard are set out below.

**Table 1 Key Performance Indicators**

ID	KPI	Target	Monitoring measure
ERP-KPI-01	Number of identified non-compliances with emergency preparedness and response requirements identified in this Standard.	Minimise and target zero	Annual review undertaken

### 9 Document Control

This Standard is owned by the Africa Oil Chief Operating Officer.

This Standard will be reviewed on a two-yearly basis.