EMERGENCY RESPONSE

This document may set requirements supplemental to applicable law. However, nothing herein is intended to replace, amend, supersede or otherwise depart from any applicable law relating to the subject matter of this document. In the event of any conflict or contradiction between the provisions of this document and applicable law as to the implementation and governance of this document, the provisions of applicable law shall prevail.

CONTENTS

Name	Function / Role	Date	Approval
Made:	Emergency response Specialist	13-03-2013	
Verified	HSE Regulatory Affairs Manager	13-03-2018	
Verified:	Production & Maintenance Manager Asset Groningen	13-03-2018	
Verified:	Production & Maintenance Manager Asset Land	13-03-2018	
Approval			

DOCUMENT HISTORY

Date	Revisions	What is changed:
13/03/2018	2	- General: - STASCO → OSEC. - NAM Oil Spill Response Plan → NAM Spill Response Plan - NAM Crisis Management Plan → NAM Crisis Management Manual - ACC → HCDC. - Specific: - Section 2.1 ECT→CMT Escalation: amended according findings CMT trainings December 2017 / February 2018. - Section 2.2. Figure 2, titles in figure amended. - Section 3.1. Figure 3 text in figure amended. - Section 4.3.5. EIM informing Crisis Leader amended according findings CMT training December 2017 / February 2018. - Section 4.3.6 NAM Liaisons Coast guard and VR-NHN amended. - Section 4.3.8 EIM decided when hand-over ECT team is needed. - Section 5.1. Figure Training Matrrix removed; only reference training - Section 6.2 Room numbers Calamity rooms and back-up updated. - Section 6.4 Fire Brigade training needs and exercises amended. - Appendix 2 Legislative Regulations amended with input of legal.
22/03/2016	1	- Periodic review - More specific requirements related to emergency exercise planning on locations (further detailed in NAM-17.PR.35 Location Response Team Exercises)
02/01/2013	0	First issue. Replacement of EPE Standard for Emergency Response based on HSSE Control Framework Manual Emergency Response

BMS DOCUMENT CONTROL BOX

Field Name	Field Description
Name	Emergency Response
Organisation	NAM
Content Owner *(Authority to Issue)*	
Custodian	
Document Custodian	
Author(s)	
BMS Number	NAM-17.SP.03
Doc Number	EP201209203358
Revision Number	2
Cross References	N/A
First Issue Date	02.01.2013
Issue Date	13.03.2016
Review Date	13.03.2019
External	No
Document Type	Specification
Valid For	NAM
UPBM Process	17
UPBM Sub-process	17.04 Emergency / Contingency
Discipline	N/A
Expertise	N/A
Used In UP Process	17
Used In Discipline	Health, Operational Safety, Environment, Security
Used in Expertise	N/A
Language	English
Risk Domains	Health, Safety, Security, Environment, Social, Reputation, Legal
Security	Restricted
Export Control	Not subject to EAR – no US content

1 EMERGENCY RESPONSE FRAMEWORK

1.1 Objective

This document gives high level insight in emergency response arrangements within NAM.

Detailed and specific emergency response arrangements are further specified in lower level plans. Those documents will be actively used by our staff during an emergency. The detailed emergency scenarios are further explained in the Onshore and Offshore Contingency Plans [1, 2].

Section 2.2 gives an overview of the Emergency Response Documentation.

Emergency response, as described in these documents, complies with the Shell Group Emergency Response Manual that is part of the Shell HSSE & SP Control Framework [3].

The NAM ER plan is in accordance with the legislation as identified in Appendix 2

1.2 Target Group

- Members of the NAM Emergency Co-ordination Team (ECT)
- NAM Management
- Governmental bodies

1.3 Area of Application

The emergency response documentation covers the arrangements for emergencies that relate to NAM operations in the Netherlands.

The scope of NAM emergency response encompasses:

- All phases of activity from Exploration, through Appraisal, Development (incl. Facilities Development and Construction) and Production to Abandonment.
- All locations and facilities (including offices), support services, both onshore and offshore (within the Dutch Territorial waters), managed by NAM. This includes production locations, project locations, drilling locations, offices, pipelines and related logistics.

1.4 Emergency Response and Crisis Management

This document clarifies how emergency response relates to the NAM crisis management arrangements as contained in the NAM Crisis Management Manual [4].

1.5 Definition of Emergency and Crisis

In the context of this plan a *'NAM emergency'* is defined as:

> *" A sudden, abnormal or unplanned situation that may endanger human life or the environment, or damage NAM Assets or reputation, and which requires immediate attention."*

An emergency is likely to attract news media attention, put at risk the NAM or Shell's reputation and may pose a significant financial or legal liability.

An emergency can escalate to a crisis.

In the context of this plan a '*NAM crisis'* is defined as:

> *"A situation that falls outside normal business continuity and emergency response arrangements. It significantly threatens (potentially) the safety and well-being of people, the environment, NAM or Shell's reputation and/or its financial bottom line. Ultimately it may put NAM or Shell's License to Operate at risk."*

Note that whilst an emergency MAY escalate into a crisis, it may not always be the case. Also a crisis may be declared without any preceding emergency.

1.6 Emergency Response Guiding Principles

The response to an emergency should be fully aligned with the Shell Business Principles and driven by the following guiding principles in this order of priority:

1. Minimizing harm to people;
2. Minimizing environmental impact;
3. Protecting NAM/Shell's reputation;
4. Re-establishing business continuity;
5. Minimizing NAM/Shell liabilities; and
6. Learning to prevent reoccurrence.

2 EMERGENCY RESPONSE STRUCTURE

2.1 Emergency Escalation Process

This section explains how an incident (non-routine situation needing immediate attention to prevent further harm to people, environment and business continuity) may, in Shell terms, escalate to an emergency of a certain magnitude or even to a crisis, and how NAM responds to these. The escalation process is indicated in Figure 1.

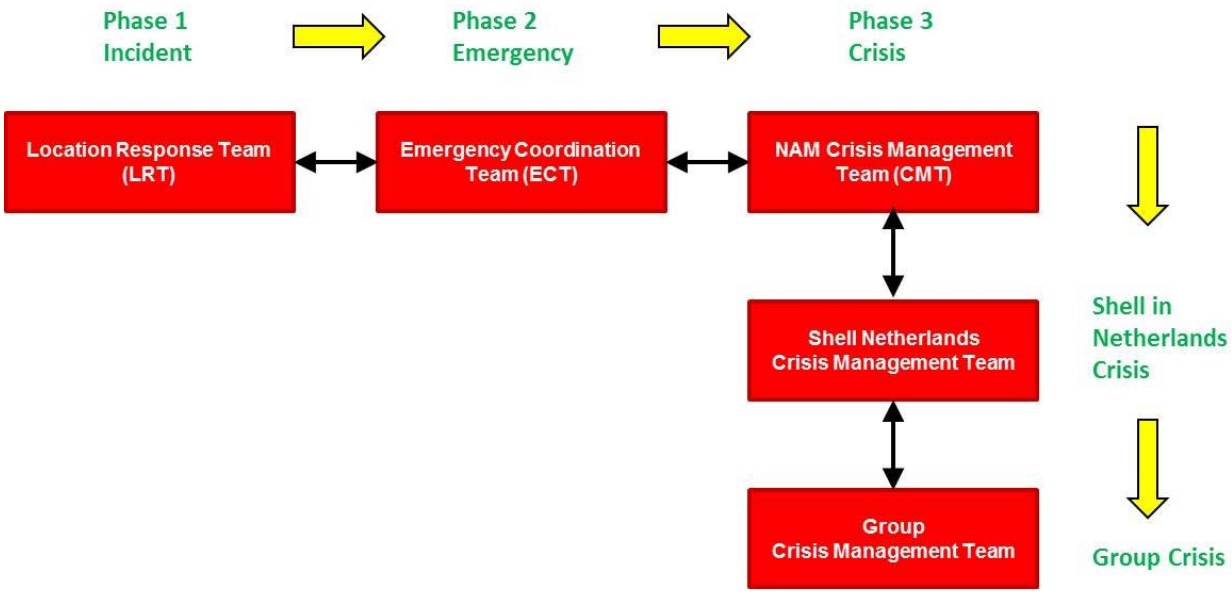

Figure 1: Emergency Escalation Process

Escalation is defined using Phases (Phase 1,2,3). There is a cross-over point when an emergency becomes a crisis (Phase 3).

Phase 1 – Incident

An incident (non-routine situation) needing immediate attention (e.g. medical, minor fires, oil spills)

- Incident is reported to the Location Manager (anyone who is responsible for managing the situation at local level, e.g. LVP, OIM/HMI, DSV, PM, plant manager).
- Location Manager acts as LRT-leader and mobilizes a Location Response Team (LRT).
- LRT handles the immediate response locally on site (see Chapter 4 for the Roles and Responsibilities of the LRT)
- LRT-leader informs the Emergency Incident Manager (EIM).
- EIM decides if incident is to be escalated into an Emergency.

Phase 2 – Emergency

A local incident needing attention that is not under control and were support from the NAM office emergency response organization is required

- In case an Emergency has been declared, the EIM is responsible for managing emergency response.
- EIM mobilizes the Emergency Co-ordination Team (ECT)
- ECT provides support to LRT (see Chapter 4 for the Roles and Responsibilities of the ECT)
- EIM determines whether on-duty NAM Crisis Leader needs to be informed on the basis of Crisis Indicator Table. In case of any doubt: NAM Crisis Leader is informed.
- Crisis Leader decides if Emergency is to be escalated into a Crisis.

Phase 3 - Crisis

An incident, that is not under control, affecting business NAM- wide, but is not likely to have immediate implications for other Shell businesses in the Netherlands

- In case a Crisis has been declared, then the Crisis Leader is responsible for managing the crisis, e.g. strategic respons to thecrisis and communication with NAM stakeholders. Note that ECT keeps on managing the emergency response.
- Crisis Leader mobilizes the Crisis Management Team (CMT).
- The crisis is managed in accordance with the NAM Crisis Management Manual [4].
- Further escalation to a Shell in Netherlands Crisis or a Group Crisis is further explained in the NAM Crisis Management Manual [4].

Note:
In case of onshore emergencies, the Dutch governmental emergency services use an emergency escalation / rating process called GRIP ("Gecoördineerde Regionale Incidentbestrijding Procedure"). This GRIP rating (0 to GRIP Rijk) is used to size the governmental emergency response. This is further explained in the NAM Onshore Contingency Plan (OnCP) [1].

In case of offshore emergencies, the Dutch coastguard coordinates the response and uses an escalation process. The escalation process and its relation to NAM-Escalation and vice-versa is is further explained in the NAM Offshore Contingency Plan (OCP) [2].

2.2 Emergency Response Documentation

The figure below provides an outline of documentation related to NAM Emergency Response and Crisis Management.

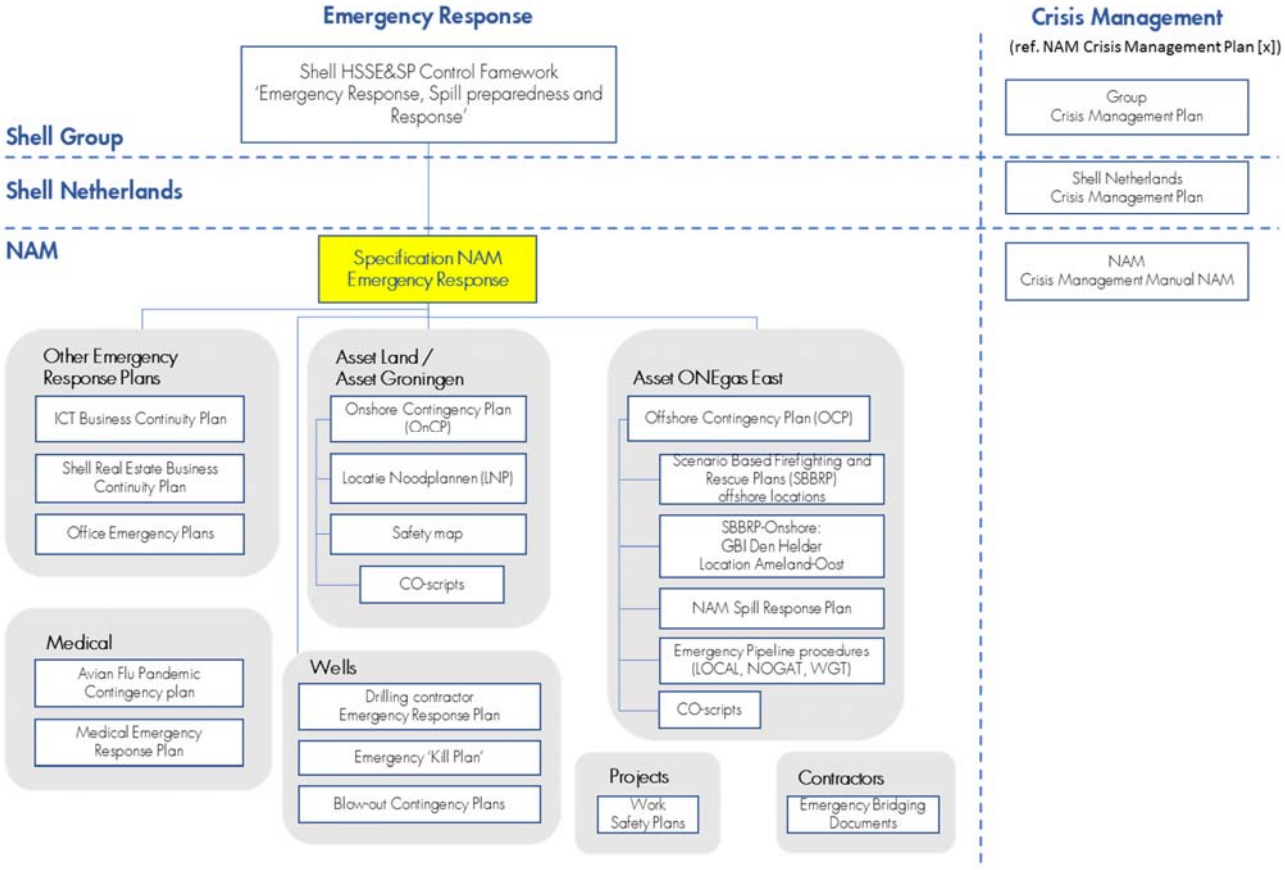

Fig. 2: Overview of Emergency Response and Crisis Management Documentation

Appendix 3 provides a more comprehensive overview of the Emergency Response documentation. All staff having a role in emergency response (and crisis management) is familiar with relevant

documentation. The legal department informs document owners/custodians of any changes in legal requirements, which may impact emergency response documents. The document owners / custodians review and update the documentation in accordance with the review frequency.
The detailed actions that should be taken by the Emergency Coordination Team are included in the Onshore and Offshore Contingency Plans based on different incident scenarios.

Onshore Locations	NAM Onshore Contingency Plan (OnCP) [1]
Offshore Locations	NAM Offshore Contingency Plan (OCP) [2]

On-site emergency response actions are laid down in location specific emergency plans (see figure 2)

3 EMERGENCY RESPONSE ORGANISATION

3.1 General Overview

Figure 3 gives an overview of the Emergency Response organizations and the main communication lines. The roles and responsibilities of the LRT, ECT and CMT are further described in Chapter 4.

3.2 Contractors and Subcontractors

Generally, any contractors and subcontractors, working for or on behalf of NAM, will be bound by the existing legal or industry requirements, for any activity undertaken, to maintain an adequate emergency response capability.

The contracts between NAM and contractors address the NAM requirements with respect to emergency response capability.

Contractors are contractually obliged to include any relevant NAM requirements, with respect to emergency response capability, into their contracts with subcontractors.

However, NAM is responsible for the overall development and implementation of its emergency response management systems, and should ensure that all contractors and subcontractors are able and prepared to make a contribution to such emergency management systems.

Generally the following practices are followed:

- Contractor provides required emergency response capability (resources, expertise, training, equipment, drills/exercises).
- Contractor, in conjunction with NAM, ensures (sub)contractor staff is informed about relevant NAM ER procedures.
- Contractor staff participates in periodic drills and emergency response exercises.
- Contractor provides NAM with 24/7 emergency contact details.
- NAM may test elements of contractor emergency response systems, e.g. through document review, exercises or otherwise.

In case of an emergency involving contractor's staff:

- Contractor staff on incident location follows instructions of NAM LRT Leader.
- NAM Emergency Incident Manager (EIM) notifies contractor.
- EIM may invite contractor liaison to join NAM Emergency Coordination Team (ECT).
- ECT (HR) provides contractor with details about contractor staff involved.
- Contractor informs Next-of-Kin of contractor staff involved.
- Contractor notifies subcontractor(s) in case of subcontractor staff involved.
- ECT (Communications) agrees with contractor on communication protocols. Contractors shall refer any media/press to NAM media spokesman (or government spokesman)
- EIM may request contractor to provide emergency response equipment and/or support.

Emergency Bridging Document

In cases where emergency response systems of NAM and contractor need to work intensively together, contractor is required to develop, in conjunction with NAM, an 'Emergency Bridging Document'. Purpose is identifying the interfaces and interrelationships between contractor's emergency response system and NAM emergency response system and to agree on arrangements to close the gaps, if any, and make it work.

Such Emergency Bridging Document sets out the interfaces of contractor's and NAM's emergency response structure, command and communication lines, roles and responsibilities of key individuals, emergency centre facilities, key documentation and provision of emergency response equipment. It presents the emergency response arrangements, as agreed between contractor and NAM, for relevant emergency scenarios.

Emergency Response documents will be held at appropriate emergency centres.

3.3 Third parties / External Bodies

Appendix 4 provides an overview of 3rd parties, including governmental bodies that may be involved in the emergency response. Note that this is just an overview. Specific protocols specify if, when, how and by whom these need to be notified.

3.4 Cross border Emergency Response support

Within Shell UI Operated the co-ordination of emergency response is organized per country. Hence any emergencies in the Netherlands, including the Dutch territorial waters, related to upstream activities, will be responded to in accordance with the NAM ER Plan and the NAM contingency plans. Response to emergencies in the UK territorial waters, including emergencies in the Onegas West Asset will be coordinated according to the Shell UK Emergency Response Procedures. If required, cross border support can be mobilized via the NAM or the Shell UK Emergency Coordination Team.

4 ROLES AND RESPONSIBILITIES

4.1 Ensuring Emergency Response Capability

Objective: to ensure that NAM is capable to respond in an effective manner to any emergency that may occur on NAM operations or locations.

(Note: The roles and responsibilities, as described in this paragraph 4.1 do not relate to the actual response to an emergency.)

The Emergency Response organization and process is monitored, reviewed and adjusted by the Emergency Response Steering Committee, on behalf of NAM DIR. In the Steering Committee all disciplines of the Emergency Coordination Team are represented together with the Emergency Incident Managers. The NAM Emergency Response Coordinator is the secretary of the Steering Committee Meetings. The Steering Committee does not have an active role during an emergency.

The NAM Emergency Response Coordinator coordinates and conducts the tasks relating to implementing and maintaining NAM's emergency response capability.

	Authorities / Responsibilities / Tasks
NAM Emergency Response Steering Group	• Ensuring that NAM is capable to respond in an effective manner to emergencies. • Ensuring that the effectiveness of NAM's emergency response is reviewed on a regular basis.

	• Taking decisions related to improvement of the emergency response process within NAM. • Meeting on a regular basis.
NAM Emergency Response Coordinator	• Ensuring that emergency response arrangements for NAM are adequately documented in the relevant documents). • Ensuring that current versions of this emergency response documentation (electronic and hard copies) are available at pre-defined locations. • Ensuring that these documents are adequately deployed in the organization. • Ensuring that Emergency Control Rooms in / and emergency communications equipment are fit-for-purpose, maintained and ready for effective use. • Ensuring that EIM is (formally) competent to fulfill the role. • Providing an agreed annual programme for emergency response exercises and training. • Ensuring that these exercises and training are executed as per programme. • Ensuring the availability of adequate training for staff having a role in emergency response. • Ensuring that such staff is properly trained. • Identifying and implementing learnings and other opportunities for improving emergency response. • Ensuring alignment between NAM emergency response and: ▪ Local authorities. ▪ NOGEPA arrangements ▪ Shell Group, Shell UIO and Shell Netherlands arrangements ▪ NAM Crisis Management
Asset Manager	• Ensuring that every location has an LRT that is capable to provide adequate emergency response. • Provision of adequate and sufficient equipment and resources to be able to provide effective on-site response to emergencies. • Ensuring that local emergency response arrangements are documented in Location Emergency Plans. • Ensuring that these plans are tested and exercised on a regular basis.
Functional Managers	• As above for locations and operations under functional responsibilities.

4.2 On-site response to Emergency (Phase 1)

Objective: minimizing harm that the emergency may cause to people, environment, assets and reputation by adequate local response

Emergency response at location is the responsibility of the Site Manager (LVP). The Emergency Response at the location of the incident is lead by the leader of the Location Response Team. The table below indicates in general who has the role of LRT – leader in different situations (Operations, Projects, Drilling). However in some exceptional cases this may be arranged differently.

Activity	On-site responsible (LRT leader)	Remarks
Production	OIM (offshore) LVP (onshore)	Onshore, in some situations the LVP will be replaced by the LRT-leader on duty
Projects	Project Manager (PM)	Only in case of new-build locations not handed-over to Operations
Drilling	Drilling Supervisor (DSV)	
Concurrent Operations	Head Concurrent Operations (HCO)	CO script defines who takes role of HCO

4.2.1 Emergency call

Anybody, observing an incident that could escalate to an emergency, shall place an emergency call to alert the Site Manager. On every location, the applicable notification telephone numbers are available. These numbers are also included in the Location Emergency Plans.

The Central Security Office of NAM has 24/7 availability at telephone number +31 592 369999.

4.2.2 Mobilization of LRT

In case of an incident / emergency each site will mobilize a 'Location Response Team' (LRT) in order to control the situation. For onshore locations, the Site Manager will lead the LRT, until an on-duty LRT-leader is present at the site. For offshore locations, the OIM or HCO will lead the LRT.

	Authorities / Responsibilities / Tasks
Location Manager (LVP)	• Notification of Rescue Services (p.e. Coastguard, Fire Brigade, Ambulance) • Notifying the on duty Emergency Incident Manager (EIM) • Responsible for managing the emergency response at his/her location • Mobilizing LRT

LRT Leader	• Ensuring people, process and facilities are safe • Leading and responsible for on-site co-ordination of emergency. • Establishing on-scene command • Mobilizing additional (external) emergency support, if appropriate • Focal point and on-site liaison for ECT, CMK/HCDC/CCK, authorities and governmental emergency response services (police, fire brigade, coast guard, etc.)
LRT	• Mustering personnel on location, incl. registration thereof • If required: providing first aid, fire-fighting, search & rescue, evacuation • Ensuring people, process and facilities are safe
CMK	
HCDC CCK Den	

4.2.3 **Location Emergency Plans**

The LRT responds to emergencies according to scenario's written down in the applicable location emergency plans.

	Documentation
Operations Onshore	Location Emergency Plan, including Safety Map
Operations Offshore	Scenario Based Brandbestrijdings- en Reddingsplan (SBBRP)
Projects (both Onshore and offshore)	For smaller projects, emergency response is managed according to the existing Emergency Response Plan of a location. For bigger

	projects, a project-specific Work Safety Plan is developed, p.e. when a specific vessel is involved in the project.
Concurrent Operations (both Onshore and Offshore)	CO-script

4.3 Remote Co-ordination of Emergency Response (phase 2)

Objective: minimizing harm that the emergency may cause to people, environment, assets and reputation by means of remote co-ordination.

If the LRT-leader during an incident (phase 1) requires support from the remote Emergency Response organization, he notifies the 'Emergency Incident Manager' (EIM). The EIM can then mobilize the 'Emergency Co-ordination Team' (ECT).

4.3.1 Composition of the ECT

The ECT consists of the members representing the following disciplines:

- Emergency Incident Manager (EIM)
- Operations Liaisons (Asset Land, Groningen and Onegas)
- Well Engineering
- Logistics
- Human Resources
- Communications
- Security
- Health, Safety & Environment
- Land & Lease

Department heads of relevant disciplines are responsible for selecting staff for ECT duty roles. The Asset Managers are responsible for selecting the Emergency Incident Managers.

4.3.2 ECT Duty Roster

All ECT members are on-duty in accordance with a duty roster to ensure an effective response 24 hours a day, every day of the year. Alerted ECT members on-duty shall be able to respond when notified as following:

- Response within **maximum five minutes** after notification
- Be present in the Emergency Control Room within **one hour**.

Other functions may be called upon if required. See paragraph 4.3.6. for the on duty support teams.

The frequency of being on-duty and remuneration will be in accordance with the National Personnel Guide or local personnel agreements.

The duty schedules are registered in the Shell Notification System. Rosters are entered in the system by the NAM Central Security Office (NAM CMK). Each department is responsible for composing its own duty roster and informing the NAM CMK, including changes to the roster.

4.3.3 Weekly hand-over ECT – outside emergencies

Every Friday morning at 08:30 CET in the Emergency Control Room ( ) a hand-over takes place for the incoming on-duty ECT members. During the handover the incoming on-duty ECT members will inform the ECT on any activities that need special attention during coming week.

As a minimum the following items will be addressed and documented.

Agenda weekly hand-over meeting
1. Shutdowns or start-ups planned 2. Drilling rig moves 3. Any abnormal production/project/drilling activities 4. Pipeline interventions 5. Activities public and stakeholder groups may become aware of 6. Weather forecast

A note containing above details is prepared by incoming on-duty ECT members before Thursday 12:00 CET. This note is distributed to:

- Central Security Office (NAM-CMK)
- Incoming on-duty EIM

4.3.4 Mobilisation of the ECT

In case of a potential emergency the Site Manager notifies the EIM. The EIM decides whether or not the ECT needs to be mobilized.

If the EIM decides to mobilize (a part of) the ECT, the Central Security Office (CMK) sends out a notification to the on duty ECT-members via the Shell Notification System. The CMK monitors the progress of the notification in the SNS-system and takes action if someone does not respond to the notification.

The ECT shall be established **within one hour** after the decision is taken to mobilize the ECT. The ECT mobilizes in the ECT-room in the NAM office in (0B-corridor). In case this location is not available, a back-up is available in the NAM office in (see chapter 6 on Emergency Response Facilities)

The EIM may decide to extend the ECT with representatives of other disciplines. The ECT may be supported and advised by any relevant ECT Support teams and the 'Crisis Management team (CMT)', as appropriate.

Authorities/ Responsibilities / Tasks	
Location Manager (LRT-leader)	• Notifying EIM via the Central Security Office
EIM	• Deciding if ECT needs to be mobilized • Deciding on exact composition of ECT • Mobilizing ECT via the Central Security Office • Notifying NAM Crisis Leader (if assessed to be needed, see section 2.1, under phase 2) • Notifying Asset / Functional Leadership
Central Security Office (CMK)	• Notifying emergency services on request of ACC or Site Manager • Notifying, on request of EIM, the on-duty ECT members via the Shell Notification System • Initial notification to contractors involved in the emergency, on request of EIM. • Manning the Control Room in the Emergency Response area during ECT and CMT mobilizations
ECT members	• Mobilizing within specified response time.
HCDC CCK	• Informing ECT of actual situation and developments, as soon as ECT has been mobilized. • Being available for support to ECT in stand-by modus • Following-up instructions from ECT

4.3.5 **Roles within ECT**

After de ECT has been mobilized ECT members take following roles:

ECT member	Authorities/ Responsibilities / Tasks
EIM	• Managing and leading remote emergency response coordination. • Leading the ECT • Ensuring follow-up of initiated emergency response actions • Facilitating the flow of information. • Arranging additional (internal/external) support, resources specialist services and/or advice (e.g. through ECT support teams) • Managing available resources. • Keeping contact with NAM DIR, Crisis Leader , Asset / Functional Leadership and other NAM management as appropriate. • Informing Crisis Leader if needed (see section 2.1 under phase 2). • Providing first notification to involved Contractor Companies. • Agreeing with contractor on actions to be taken. • If appropriate, adding contractor liaison to ECT. • If relevant, requesting for support from Shell from other UIE regions via EIM of those countries. • Ensuring that mandatory recording and reporting is completed. • Ensures that bevelvoerder NAM Fire Brigade is informed in case of fire.
Operations Liaison	• Acting as single point of contact between LRT-leader on site and ECT (not in case of incidents on sites under Well Engineering responsibility) • Sharing site specific info and details with ECT members. • Sharing ECT info and actions with LRT-leader • Maintaining direct contact with HCDC/CCK
Logistics (onshore & offshore)	• Coordinating transport (land, air, sea). • Arranging transportation of people (e.g. Next-of-Kin, etc.) • Contacting OSEC in case of vessel incidents with Shell (contracted vessels)
Human Resources	• Establishing list of people involved in the emergency, incl. identification of employers (NAM/Shell, visitors, contractors, subcontractors) • Establishing list of contractor involved. • Agreeing procedure with police about contacting Next-of-Kin of NAM staff • Communication with Next-of-Kin • Contacting involved contractor companies, **after** EIM has notified contractor, and share a.s.a.p. details w.r.t. involved (sub)contractor staff (email/fax). • Setting-up reception centre for evacuated/injured people

Communications	• Focal point for anything related to communication – internal and external. • Focal point for contact for media/press. • Preparing and issue press statements. • Ensuring spokesman at site. • Ensuring that information is made available (internally/externally) to the required extent. • Agreeing on external communication protocols with contractor representatives, **after** EIM has notified contractors.
Security	• Generating POB-list of incident site • Arranging security support on incident site
Health, Safety & Environment	• Advising on safety and environmental issues • Focal point of contact for SodM and Arbeidsinspectie. • Contacting OSEC in case of environmental incident • Calling-in support and advice from HSE specialists, like Radiation Protection Expert, Shell Health Assen, etcetera.
V&O	• Focal point of contact with a.o. land owners and neighbours of NAM sites • Focal point of contact with local government agencies (District waterboard, local municipalities (onshore only))
Wells	• Acting as single point of contact between LRT-leader on site and ECT in case of incidents on sites under Well Engineering responsibility. • Providing expertise in the area of drilling, wells, especially in case of potential well control issues (e.g. blow-out). • Mobilising Well Engineering support

4.3.6 **ECT Support Teams**

As required ECT may be supported by:

ECT support team on duty	Authorities/ Responsibilities / Tasks
Well Engineering	• Providing expertise in the area of drilling, wells, especially in case of potential well control issues (e.g. blow-out). • Providing detailed information about the well. • Mobilising Blow-out response contractor •

Sub-surface Engineering	• Providing expertise in the area of reservoir control.
Civil Engineering	• Providing expertise in case of soil polluting incidents
Shell Medical Services	• Providing medical expertise. • Maintain contact with medical services, hospitals, general practitioners.
NAM Fire Brigade	• Providing assistance in case of major fires (blow-outs). • Need for NAM Fire Brigade support determined by fire brigade (VR)
Shell IT support	• Providing assistance in case of IT problems
NAM- Liaisons teams – on duty	
Offshore Liaison at Coastguard	Only in case of offshore emergencies: • On-duty group DHR will go to the Coast Guard centre • Maintain communication between ECT and Coastguard • Providing Coastguard with necessary NAM specific operation/technical information
Liaison VR-NHN	• On-duty group DHR – onshore will go the VR office .
ECT Support teams **not** on duty	
Radiation team	• Available to give support on LSA / NORM incidents • Can be contacted through CMK
Diving support Team	Only in case of offshore emergencies involving diving. • Informing and advising ECT in case of diving incident • Team is based in Aberdeen. Person on-duty (U/W Ops Duty Engineer) can be notified through Shell UK emergency response organization in Aberdeen Managing diving contracts.

The ECT Support teams will be mobilized on request of the Emergency Incident Manager. The CMK will notify them by using the Shell Notification System.

In case of Offshore Emergencies, the mobilization of appropriate helicopters can be supported by the Flight Scheduling Unit and the Flight Watch Stations.

Team	Authorities/ Responsibilities / Tasks
Flight Scheduling Unit (FSU)	Coordinates regular helicopter flights. Might be involved in:

	• Precautionary demanning (coordinated by FSU) • Emergency evacuation (coordinated by Coastguard)
Flight Watch Stations (FWS)	Radio-operator on Platform (for NAM: K14C) monitoring and keeping radio contact with low-flying traffic on the North sea. Contact with helicopters about changes to flight-schedules, number of passengers, local weather circumstances, status of unmanned locations, departure and arrival times. Also 1st action party in case of unusual flight delays or other disruptions. Might be involved in: • Precautionary demanning (coordinated by FSU) • Emergency evacuation (coordinated by Coastguard) • Evacuation of individuals with regular flights, that require change to flight plan of helicopter

4.3.7 Emergency Contact Details

The ECT can use the below sources to identify contact details for notification and mobilization of internal and external parties.

Emergency Contact Details	Available at	Custodian
INTERNAL		
On-duty ECT staff	Shell Notification System	Emergency Response Coordinator
Next-of-Kin	HR system	HR
EXTERNAL		
3rd party / external bodies contact list	Per ECT-function	Functional ECT members
Contractor Contact Details	• Emergency Response website • Hard copy at CMK	Emergency Response Coordinator

4.3.8 Hand-over ECT – during emergencies

The duration of an emergency can never be predicted. When an emergency lasts for too long for the acting (members of a) ECT, causing fatigue and lack of concentration and attention, the managing of the emergency should be handed over to a new ECT. Individual handover of roles can be done per ECT discipline.

When a complete ECT is replaced the following points should be taken into account:

- Do not replace the complete ECT at the same time.
- Ideally replace the Emergency Incident Manager last (first replace other ECT members)

- Arrange individual handover per discipline.
- Have a plenary wrap up of new ECT after all individual roles have been handed over with old ECT Chair present.
- Register handover in ECT Logsheet.

4.3.9 Demobilization of ECT

When an emergency has finished and the situation at the incident site has been stabilized, the ECT can be dismantled by the Emergency Incident Manager. The management of the situation will then be handed back to the normal business line. In this handover the following issues should be addressed:

- Brief description of the emergency
- Actions taken by the ECT (p.e. by handing over the logsheet of the ECT)
- Current situation at site
- Any outstanding actions

The Emergency Coordination Team holds an after action review, led by the Emergency Incident Manager in which the ECT-process is evaluated. The NAM Emergency Response Coordinator is involved in this review, in order to capture improvement points for the Emergency Response Process.

4.3.10 ECT Records and Reports

During an emergency the EIM shall ensure that the following records are produced:

- Logsheet: logkeeper role is appointed by the EIM at the start of the mobilization of the ECT
- PoB-list, generated by Security, in cooperation with Human Resources
- Action list: this can be integrated in the logsheet, but can also be generated as a separate document

4.4 External communication during emergencies

In case of emergencies with, even only slight, external effects, the press will pick it up and report about it. In these cases, only the NAM External Affairs department is allowed to talk to the press on behalf of the NAM. If NAM or contractor personnel are approached by members of the press, they should refer to the NAM spokesperson or the spokesperson from the government. The NAM External Affairs department will align their message with the governmental message, also because the government will inform the general public. In case of a NAM Crisis (Phase 3) the responsibility for External Communication lies with the Crisis Management Team.

5 COMPETENCE, TRAINING AND EXERCISES

5.1 Emergency Response Competence and Training

The duty roles in the Emergency Response Organization are appointed according to the list below.

- LRT-leaders: appointed by Operations Managers
- ECT-members (+ support teams): appointed by discipline heads

- Emergency Incident Managers: appointed by Asset Managers
- CMT-members: appointed by NAM DIR-Forum
- Crisis Leaders: appointed by NAM DIR

In appointing the above duty roles, the line manager ensures that the duty personnel have the right competences to fulfill the assigned role.

The training requirements for the Emergency Response and Crisis Management duties are laid down in the Emergency Response tab of the NAM HSE Training Matrix (URL:

.

Department heads take competence and experience into account when selecting people for these roles.

The training records are maintained by the training provider. Presence during exercises is maintained by the Emergency Response Coordinator.

5.2 Emergency Response Exercises

5.2.1 Exercises related to on-site response to emergencies

On-site Emergency Response drills and exercises are the responsibility of the Site Manager. The HSE Department can support the site manager in setting up an exercise plan and executing and evaluating the exercises and drills.

'BHV' exercises will be held on all normally (from day-to-day) manned locations with a minimum frequency of once per year. The scenarios of the exercises are based on high risk activities as defined in the HSE Case and the bow-ties and are limited to effects of the scenario's which occur within the premises of the NAM location. On normally unmanned locations, the exercise amount and frequency will be based on the activities on site.

The frequency of exercises with external support services (fire brigade) depends on the availability of these support services. The organization strives to do an exercise with every fire brigade of a municipality with a NAM site once every three years. The NAM fire brigade commander is involved in the organisation of these exercises.

The Site manager is responsible for follow up actions after the exercises.

5.2.2 Exercises related to remote co-ordination of emergency response

Purposes of these exercises are:

- Training of staff involved in remote emergency co-ordination.
- Testing the Emergency Response protocols
- Identifying weaknesses to improve the Emergency Response process

The NAM Emergency Response Coordinator schedules, documents and arranges the Emergency Response Exercises and keeps records thereof. Every ECT member should be involved in at least one exercise or other practice each year. Exercises are mostly set up as 'Table top' exercise, however where possible and practicable (semi-) live exercises are included.

The annual 'NAM Emergency Response Exercise Plan' outlines the planned ECT and CMT exercises. Records of exercises conducted are kept on Livelink. Follow up actions are included in the Fountain Incident Management system.

In setting up the Exercise Plan the following aspects are taken into account:

- Varying content of the exercises, with scenarios based on:
  - High risk activities
  - Pipelines
  - Activities with possible major external impact
  - Recent incidents (NAM / Shell or elsewhere)
  - Requirements of the HSSE & SP Control Framework 'Spill Preparedness and Response Specification' [5]
- Equal distribution between the NAM Assets Land, Groningen and Onegas and Well Engineering
- Regular participation and cooperation with external parties, like Coastguard, Safety Regions, Contractors, etc.

The NAM Emergency Response Coordinator incorporates learning's and identified improvements from exercises or actual emergency situations. Such may include revision of this plan and other emergency response documentation.

6 FACILITIES AND EQUIPMENT

6.1 Emergency Response Facilities

The facilities for the Emergency Coordination Team are in the NAM Emergency Control Room located in the NAM Head Office in the .

The NAM Emergency Control Room fulfills the following requirements:

- Accommodate an ECT consisting of 11 persons
- Up and running within 5 minutes
- Computer and projector-screen for logsheet
- Whiteboard for registration of ECT-members
- Whiteboards for registration of personnel involved in emergencies
- Project-screens to display (a.o.): location information (maps, drawings), AIS-system, weather information, Regional and National TV stations, Video-stream from incident location
- Communication facilities:
  - Telephone lines
  - National Emergency Telephone line
  - Satellite telephone line
  - Printer
  - Fax
  - E-mail
- Documentation present in the room:
  - Onshore: Location Emergency Plans
  - Offshore: Scenario Based Brandbestrijdings- en Reddingsplannen
  - CO-scripts

- Contractor Bridging Documents
- Onshore and Offshore Contingency Plan
- Relevant other Emergency Response Documentation
- Well data ERO Portal Fallback HDD

In the close vicinity of the NAM Emergency Control Room a number of facilities is available:

- Separate rooms for split-up emergency teams (p.e. HR, CX, Well Engineering)
- Free seats with internet connection for ECT-members and support team members

Fall-back emergency control room

A back-up for ECT facilities is available in NAM office in 2D-03. This will be operational within 10 minutes. The backup facilities will have the same possibilities as the ECT-room in , like documentation, network accessibility and communication facilities.

6.2 Crisis Management Facilities

The facilities for the Crisis Management Team are further explained in the NAM Crisis Management Manual [4]. The NAM CMT room is room 0B.07 in the NAM Head Office in . A back-up for CMT facilities in available in NAM office in 2D-06.

6.3 Communication Systems

In case of emergencies the normal communication systems are available. In addition to these and in case the normal communication systems fail, additional communication methods are available:

Onshore:

- National Emergency Communication Facilities (NCV, former Nationaal Noodnet, see the Onshore and Offshore Contingency Plan for details)
- Satellite phones
- Shell Notification System for emergency call-out
- Operational Centre NAM Fire Brigade

Offshore:

- Marifoon / VHF
- Satellite phones

The NAM Central Security Office can be reached at +31 592 36 99 99 and is permanently manned. They can facilitate the communication with control rooms, emergency centers or on-duty personnel.

6.4 Emergency Response Equipment

All onshore and offshore operational locations of NAM have the legally required emergency response equipment available on site. These are not described in this document.

In case of major onshore fires, p.e. because of a blow-out, the NAM Fire Brigade can be mobilized. This fire brigade can provide large numbers of water (appr. 11 m3/minute) from large distances (appr. 10 km.) in order to help the local fire brigade to cool the surroundings and if possible put out the fire.

Within NOGEPA, the operators working onshore in the Netherlands and NAM have signed an agreement that the NAM Fire Brigade material is available for them in case of major emergencies.

An overview of the NAM Fire Brigade Equipment is available for all NAM Fire Brigade Team members (@ decicated HSE sharepoint root).

The NAM Fire Brigade personnel are exercised to operate the equipment. Minimum traing requirement for a NAM Fire Brigade member is the 'Manschappen Opleiding' . The pumps of the equipment are tested on a monthly basis. This test is also used to exercise the fire brigade personnel.

Note that in case agreements have been made with contractors about the provision of emergency response equipment, such shall be documented in the 'Emergency Bridging Document' (ref. section 3.2).

6.5 Check and Maintenance of ER facilities

The NAM Emergency Response Coordinator is responsible for ensuring that the NAM emergency control facilities are fit-for-purpose and ready to operate immediately. The Central Security Office checks the facilities in the Emergency Control Room every month. Results of the checks are send to the Emergency Response Coordinator, who is responsible for follow-up actions.

In case of technical problems with the ER facilities during an emergency or exercise, the NAM VIP IT Support team is available for instant support.

The Shell Notification System is used weekly to test whether the on duty personnel can be contacted.

7 REFERENCES

Ref.	Title	Document No.
1	Onshore Contingency Plan	HSE Web
2	Offshore Contingency Plan	HSE Web
3	HSSE & SP Control Framework: 'Emergency Response Manual'	CF web
4	NAM Crisis Management Manual	Available on request
5	HSSE & SP Control Framework: 'Spill Preparedness and Response Specification'	CF web
6	Well data ERO Portal and fall back guide	ERO Portal - 1 Page Guide

8 APPENDICES

Appendix 1: Abbreviations

Appendix 2: Legislative regulations

Appendix 3: Emergency Response & Crisis Management Documentation

Appendix 4: 3rd Parties / External bodies possibly involved in Emergency Response

APPENDIX 1 - ABBREVIATIONS

CCK	Centrale Controle Kamer
CMK	Centrale Meldkamer
CMT	Crisis Management Team
CO	Concurrent Operations
DSV	Drilling Supervisor
ECT	Emergency Co-ordination Team
EIM	Emergency Incident Manager
FSU	Flight Scheduling Unit
FWS	Flight Watch Station
GRIP	Gecoördineerde Regionale Incidentbestrijding Procedure
HCDC	Control Dispatching Centre (based in)
HCO	Head Concurrent Operations
LIS	Locatie Informatie Systeem
LNP	Locatie Noodplan
LRT	Location Response Team
LVP	Lokatie Verantwoordelijk Persoon
NCV	Nood Communicatie Voorziening
NOGEPA	Netherlands Oil & Gas Exploration and Production Association
OCP	Offshore Contingency Plan
OnCP	Onshore Contingency Plan
OIM/HMI	Offshore Installation Manager / Hoofd Mijnbouw Installatie
PM	Project Manager
POB	Persons on Board
SBBRP	Scenario Brandbestrijdings- en Reddingsplan (offshore locations)
SNS	Shell Notification System
SodM	Staatstoezicht op de Mijnen
STASCO	Shell Trading And Shipping Company
UGS	Underground Gas Storage

APPENDIX 2 - LEGISLATIVE REGULATIONS

The following legislation is applicable for emergency response within NAM.

Mining legislation	
Mijnbouwwet (Mining Act), zorgplicht bij zware ongevallen (art. 33 en 33a).	
Mijnbouwbesluit (Mining Decree)	
§ 5.4 Milieu en rampenbestrijdingsplan op mijnbouwinstallaties (emergency response on offshore mining installations)	Art. 78 and 84 to 91
§ 6.3 Het gebruik van een pijpleiding	Art. 100
Mijnbouwregeling (Mining Regulations)	
Middelen voor brandbestrijding en reddingswerkzaamheden (means for fire fighting and rescue operations offshore)	Art. 4.6 Art. 4.7
§ 6.2 Communicatiemiddelen (means of communication offshore)	Art. 6.2.x
Hoofdstuk 11a (RIIG, voor zover dat betrekking heeft op Rampenbesrijding)	Art. 11a, art. 11a. 1.1 – 11a.3.2
ARBO legislation (impl. Directive 92/91/EU)	
ARBO Act	
Melding van ongevallen (reporting and registration of incidents)	Art. 9
Deskundige bijstand op gebied van preventie en bescherming (preventiemedewerkers). (independent HSE-advisors)	Art. 13
Deskundige bijstand op gebied van bedrijshulpverlening (BHV) (emergency response organisation)	Art. 15
ARBO Besluit (Arbo Decree)	
VG-zorgsysteem (inclusief VG-documenten, veiligheidsoefeningen en training in geval van noodgevallen) Rapport Inzake Grote Gevaren, als onderdeel van VG-Zorgsysteem (HSE-care system and safety cases, including emergency drills and emergency response training)	Art.2.40 to 2.42p
Voorzieningen in noodsituaties (technical means in case of emergency situations)	Art. 3.6 to 3.10
Aanvullende voorzieningen in noodsituaties (additional arrangements for emergency situations)	Art. 3.37j to 3.37za
Inhoud van V&G Document, inclusief noodplannen (content of HSE case, including emergency plans)	Art. 2.42, ARBO Regulations and appendices
Miscellaneous legislation	

Wet Milieubeheer, ongewone voorvallen (Environmental Management Act, incidents)	Art. 17.1 Art.17.2
Wet bodembescherming, zorgplicht en ongewone voorvallen	Art. 13
Waterwet, zorgplicht en ongewone voorvallen (Water Pollution Act, duty of care and incident response)	Art. 6.8 and 6.9
Kernenergiewet, ongevallen (Nuclear Management Act, incident response)	Art. 38 and 39
International Convention on Oil Pollution Preparedness, Response and Co-ordination, 1990 (OPCR convention)	Art.2, 3 and 4
Besluit Externe Veiligheid Buisleidingen Decree of July 24, 2010, on environmental quality external security for the transport of dangerous substances through pipelines (External Safety pipelines)	Art. 4 + appendix

APPENDIX 3 - EMERGENCY RESPONSE AND CRISIS MANAGEMENT DOCUMENTATION

All documents that are considered to form together the NAM emergency response documentation.

Title	Short description	Custodian / Owner
Shell HSSE & SP Control Framework		
Emergency Response Manual	Shell Group requirements for Emergency Response	Shell Group HSE
Spill Preparedness and Response Specification	Shell Group requirements for Spill Preparedness and Response	Shell Group HSE
NAM General documents		
Specification NAM Emergency Response	Description of how NAM has organized Emergency Response.	ER Coordinator
NAM Crisis Management Manual	Description of how NAM has organized Crisis Management	ER Coordinator
NAM Emergency Response & Crisis Management Exercise Plan (annually)	Yearly plan for ER and CM Exercises	ER Coordinator
Onshore Operations		
Onshore Contingency Plan (OnCP)	Protocols for co-ordination of emergency control in case of onshore emergency scenarios	ER Coordinator

Title	Short description	Custodian / Owner
Locatie Noodplannen (LNP)	Local emergency response arrangements for onshore NAM locations and pipelines in the Asset Land and Asset Groningen	Asset Operations
Safety Map	Drawing of onshore operational locations with information required for adequate emergency response	Asset Operations
Concurrent Operations Script (CO script)	Describes how risks are controlled in case of concurrent operations (e.g. drilling and production). This includes emergency response, and may contain deviations/additions to OnCP	Asset Operations
Work Safety Plans	Documents describes ER Arrangements in case of project activities	Project Engineering
Offshore Operations		
Offshore Contingency Plan (OCP)	Protocols for co-ordination of emergency control in case of offshore emergency scenarios	ER Coordinator
Scenario Brandbestrijdings- en Reddingsplannen (SBBRP)	Local emergency response arrangements for offshore NAM locations and pipelines in the Asset ONEgas. This includes onshore Gastreatment plant (GBI - Gas Behandeling Installatie) in Den Helder and onshore location Ameland-Oost	Onegas Operations Support
Concurrent Operations Script (CO script)	Describes how risks are controlled in case of concurrent operations (e.g. drilling and production). This includes emergency response, and may contain deviations/additions to OCP	Onegas Operations Support
NAM Spill Response Plan	More detailed description of the (possible) impact of Oil Spills offshore and the response procedures	ER Coordinator

Title	Short description	Custodian / Owner
Work Safety Plans	Documents describes ER Arrangements in case of project activities	Project Engineering
Other documents		
Bedrijfsnoodplannen (BNP)	Local emergency response arrangements for NAM offices	Shell Real Estate
Business Continuity Plan NAM Assen	Describes arrangements in case of unavailability of the NAM Assen Office	Shell Real Estate
NAM Pandemic Influenza Contingency Plan	Describes arrangements in case of major organizational disruption caused by Flue Pandemic	Operations Support Asset Groningen
Medical Emergency Response Plan	Describes requirements for Medical support	Shell Health
Contingency Plan for the disposal of Production Water and Natural Gas condensate (WaCo)	Describes arrangements in case of disruption of the disposal of Productionwater and/or Natural Gas Condensate through the WaCo-pipeline system or Tankenpark Delfzijl	Operations Support Asset Groningen
Blow-out Contingency Plan	Describes specific arrangements in case of blow-outs, incl. arrangements with specialists contractors	Well Engineering
Emergency Bridging Documents	This document bridges the emergency response structure of a specific contractor with NAM's emergency response structure for one or a range of activities. It identifies a.o. notification and communication lines, contact details and provides guidance for response to emergency scenarios.	Contractor
Contractor Contact List	Overview of contractors of NAM with Emergency Contact Phone numbers	ER Coordinator

APPENDIX 4 - THIRD PARTIES / EXTERNAL BODIES POSSIBLY INVOLVED IN EMERGENCY RESPONSE

The table below gives an overview of third parties and governmental bodies that could be involved in the response to a NAM emergency. This list is not exclusive, because during an emergency other parties could be involved.

3rd PARTIES / EXTERNAL BODIES
State Supervision of Mines ("Staatstoezicht op de Mijnen; SodM") SodM looks after compliance to the Dutch Mining Legislation and ARBO legislation. It is a legal requirement to report incidents, accidents and emergencies to SodM, when occuring on a mining installation and/or pipelines. The requirements for notification are laid down in a NAM Work Instruction, which is available in the CMS of NAM.
Arbeidsinspectie (AI) AI looks after compliance to the ARBO legislation. It is a legal requirement to report incidents, accidents and emergencies to AI. when they occur at a NAM site, which is <u>not</u> a mining installation.
Ministry of Infrastructure & Environment In case of an emergency involving radiation, then the Inspectie Leefomgeving & Transport needs to be notified by the NAM Radiation Team.
3rd PARTIES / EXTERNAL BODIES - <u>ONSHORE</u> EMERGENCIES
Local council / municipality ("Burgemeester en Wethouders; B&W") By law the Mayor is responsible for emergency preparedness and response in his municipality. B&W require that effective arrangements are made regarding emergency response and might be involved in exercises. The operational tasks are delegated to p.e. fire brigade, police and ambulances The authorities use the GRIP-structure to indicate the emergency level. The onshore Contingency Plan describes the GRIP-structure and the way NAM is aligned with this structure.
Stichting Deltalinqs Deltalinqs is a cooperation of companies in the Rotterdam-Rijnmond area. On behalf of Deltalinqs, Trigion operates a mobilofoonnetwork in case of emergencies to inform all companies in the area. In case of a NAM-incident in this area, Trigion should be informed according to the procedures in 'Het rode boek Deltalinqs', which is available in the ECT-room.
Rijkswaterstaat (RWS) In case an emergency involves or impacts public national highways or national waterways, then RWS needs to be notified.
Province In case of an emergency involving pollution of soil the Province needs to be notified

Waterschappen (Districtional Waterboards)

These institutions are responsible for regional watermanagement. In case of pollution to the soil or surface water or in case of the intake of large quantities of fire extinguishing water, the waterboard needs to be notified.

Groningen Seaports

In case of an emergency impacting the Delfzijl Harbour, then Groningen Seaports needs to be notified. They are the port authority for the Delfzijl Harbour.

Havenbedrijf Rotterdam

In case of an emergency impacting the Rotterdam Harbour area, then the Havenbedrijf Rotterdam needs to be notified. They are the port authority for the Rotterdam Harbour.

Dienst Centraal Mileu Beheer Rijnmond (DCMR)

DCMR is a authority looking after compliance to environmental permits granted by province Zuid-Holland. DCMR acts as chemical consultant for the fire brigade in the Rotterdam-Rijnmond area.

Onderzoeksraad voor Veiligheid (OVV)

The Dutch Safety Board (OVV) is an independent administrative body (IAB) in the Netherlands that after disasters, major accidents or other incidents may conduct its inquiry into the causes and consequences of the particular incident

3rd PARTIES / EXTERNAL BODIES - OFFSHORE EMERGENCIES

Kustwacht Centrum Den Helder (KWC)

General coordination of response to any calamity or emergency offshore.

"DEN HELDER RESCUE" during emergencies.

24/7 available

Arranges flights for Redwave MS Doctor / MEDEVAC / CASEVAC.

Arranges any emergency transportation

Decides on call-out SAR Helicopter.

Coastguard can mobilize vessels, helicopters, fixed wing airplane.

For offshore incidents, an escalation structure is used, which is described in the Offshore Contingency Plan.

Local council / municipality ("Burgemeester en Wethouders; B&W")

Most likely: Den Helder, Ameland.

Needs to be notified in case they will be involved in emergency response. Notification will be primarily done by the Support Services (Regionale Meldkamer)

Takes part in the reception of people evacuated from offshore and their relatives.

Rijkswaterstaat Noordzee / Waddenzee

Governmental entity responsible for the response in case of oil/chemical spills to the Northsea, resp. Waddenzee.

RWS is notified by and works under the control of the KWC.

They may request additional spill response capacity from NAM (see Oil Spill Response Ltd)

Redwave Medical Services

Available to NAM for medical support 24/7 (through contract). Tasks:

- Provides medical advice to Fist Aiders / Medics on NAM installation.
- Provides, if necessary, on-site medical support (doctor, paramedic, medical equipment).
- Requests flights (paramedic, doctor, MEDEVAC) from KWC
- Arranges delivery of IP to hospital.

Operators Co-operative Emergency Services (OCES)

Agreement between the national branch organizations of the Oil & Gas Industry on behalf of the operators, in order to support each other in case of major emergencies. OCES agreement offshore includes Netherlands, UK, Denmark, Germany, Ireland and Norway. Onshore OCES agreement includes Netherlands and Germany.

Oil Spill Response Ltd

In case of major oil spills, Shell can make use of the equipment of Oil Spill Response Southampton. Notification and mobilization of OSR in cooperation with OSEC (Shell Trading and Shipping Company) according to the Offshore Contingency Plan and the NAM Spill Response Plan.