



# Crisis Management Procedure

## Document Revision and Approval

Revision	Date	Description
0.1 – 0.5	11/10/10	First working drafts for internal comment
1.0	1/12/10	Internal Approval
1.1-1.3	15/01/11	Changes to emergency and crises descriptions and thresholds

ACWA Ref:	ACWA Power MS PRC 002
File:	ACWA Power Crisis Management Rev 1.3 150111

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### 1 Purpose

To establish a procedure for assessing, managing and responding to unplanned incidents, emergencies and crises that affect ACWA Power’s business activities and operations.

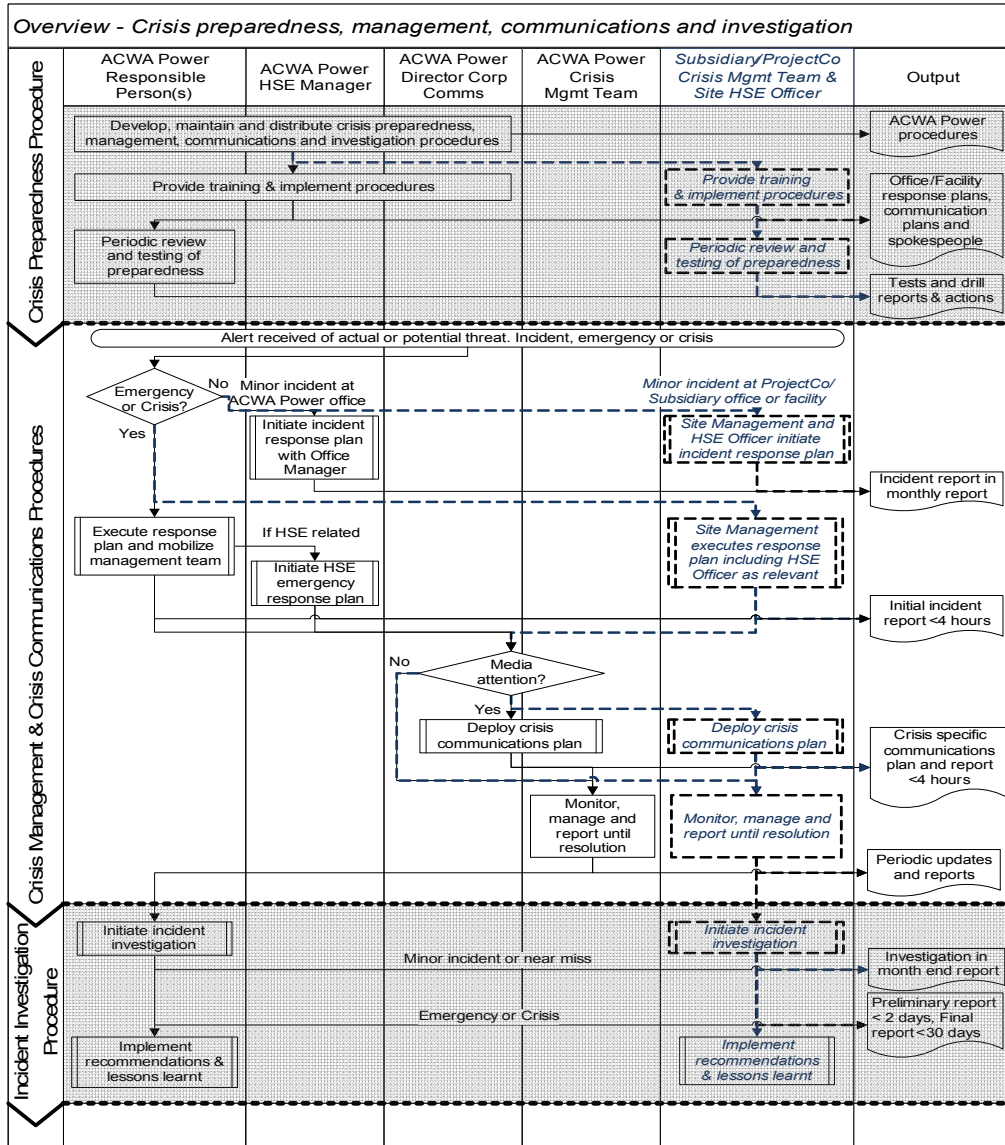
### 2 Scope

Incidents that have the potential to affect ACWA Power’s business and reputation.

This procedure includes a list of typical business incidents and defines a process for managing these incidents. The procedure is not exhaustive nor provides details on all possible incidents and eventualities and will therefore be periodically revised based on gained experience and insights.

### 3 References

ACWA Power has four interrelated management procedure that address the preparation for, management and investigation of crises, emergencies and incidents. This procedure is the second procedure chronologically with a task summary (non-shaded area) illustrated below.



The four procedures using the same incident categorization and management framework, are:

- Crisis Preparedness & Response procedure (ACWA Power MS PRC 001)
- Crisis Management procedure (ACWA Power MS PRC 002) – this procedure
- Crisis Communications procedure (ACWA Power MS PRC 003)
- Incident investigation procedure (ACWA Power MS PRC 004)

A controlled list of key stakeholders and contact information is located and maintained in the Business Management Library on the intranet in the Asset Management team’s Data and Information folder.

## 4 Definitions

ACWA Power classifies incidents based on their source of origination and magnitude of impact:

<b>Incident Source</b>	<b>Internal Operations:</b> Incidents that arise due to ACWA Power’s employees’ activities, actions and/or, office operations, and/or actions directly affecting or aimed at ACWA Power.
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	<p><b>Subsidiaries and Investments:</b> Incidents that arise due to ACWA Power’s Subsidiaries, Investments or ProjectCo’s employees’, contractors’ or service providers’ activities, on or due to their facilities, sites and operations, and/or directly affecting or aimed at a subsidiary, investment or ProjectCo’s activities, products and services.</p>
<b>Potential severity of the Incident</b>	<p><b>Minor:</b> does not lead to significant business effect and is managed and resolved with internal resources</p>
	<p><b>Major:</b> could have significant effect on ACWA Power’s business and/or could lead to legal and contractual non-compliance but is contained within the organisation’s direct management control</p>
	<p><b>Critical:</b> will have a long term and significant effect on ACWA Power’s business, reputation and/or will lead to legal and contractual non-compliance with impacts beyond the organisation’s direct management control</p>

**Incident:** uncontrolled and unplanned work-related event in which an injury, ill health, fatality, environmental pollution, business interruption, business loss and/or business or commercial impact (regardless of severity) occurred, or could have occurred.

**Accident:** an incident which has given rise to injury, ill health, fatality, environmental pollution, business interruption, loss or impact.

**Emergency:** an incident which either triggers a long term threat or poses an immediate risk to health, property, the environment, commercial or business objectives and/or business continuity and requires urgent intervention to contain and resolve the situation.

**Crisis:** An emergency that requires additional intervention to prevent escalation and to manage external stakeholder and media attention.

**Dangerous Occurrence:** An incident resulting in any of the following unplanned conditions:

- An occurrence involving imminent risk of the death of, or serious injury to, anyone;
- Collapse, overturning or failure of any load bearing part of lifting machinery
- Failure of a pressurized system, closed vessel (including a boiler or boiler tube) or associated pipework.
- Contact or close proximity between equipment and overhead powerlines
- Electrical short circuit or overload resulting in fire, explosion, unit trip or potential fatality.
- Fire, explosions or fires caused by explosion.
- Uncontrolled escape of gas, liquid fuel, a dangerous substance or steam;
- Collapse of scaffolding, excavation, building or structure and incidents involving wells, pipelines, confined spaces or pipeline works.

**Hazardous Substance:** Any chemical, material, substance or waste that is classified as “hazardous” by UN classification or local legislation. Hazardous substances can cause harm to people, property and the natural environment because of their corrosive, toxic, carcinogenic, explosive, flammable, oxidizing, radioactive, infectious and/or ecotoxic properties.

**Minor Spill or Release:** is a spillage in which ALL of the following conditions are met:  
The responsible party is at the scene AND the material spilled is known AND the material spilled is not highly toxic AND the quantity spilled is small (less than approximately 10l) AND there is no fire hazard present AND the spill is completely contained inside a building AND the material has little or no potential to reach the environment (e.g., via a drain) AND the spill is not in a common area

(e.g., a hallway) or other area accessible to the general public AND medical attention is not required AND specialist personnel protective equipment (i.e., more than gloves and a half-face respirator) is not needed to respond to the spill AND on-site personnel are trained, equipped, and able to clean up spill.

**Major Spill or Release:** is a spillage in which ANY of the following conditions apply: the responsible party is unknown (it's an "orphan" spill) OR the material spilled is unknown OR the material spilled is highly toxic OR a large (> 10l or undetermined) quantity was spilled OR a significant fire hazard may be present OR someone has been exposed to/made contact with the material OR the material has the potential to reach the environment (e.g., via a drain) OR the spill occurred outside OR The spill is in or affects a common area (e.g., hallway) or other area accessible to the general public OR specialist personnel protective equipment (more than gloves and a half-face respirator) is required to respond to the spill OR someone requires first aid or off-site medical treatment OR on-site personnel are not trained or not equipped to clean up spill OR a responder is unsure whether the spill should be considered "Minor" or "Major".

**Environmental incident:** An incident that resulted in (or had the potential to cause) significant environmental harm, non-compliance with environmental permits, an uncontrolled major spill and/or off-site damage to the local natural environment and ecosystems.

**Occupational Injury:** Harm to an employee or contractor resulted from an exposure incident with a Hazardous Substance or hazardous condition in the occupational environment.

**Restricted Work:** Employee or contractor is unable to perform one or more of the routine functions of his job or from working the full workday that he would otherwise have been scheduled to work.

**Crisis communications:** communications activities that are undertaken before, during and after a crisis to plan and prepare for, respond to and recover from the crisis with the aim of limiting the impact and after effects of the crisis for ACWA Power and its stakeholders

**Crisis Management Plan:** A location-specific plan that details the immediate actions, roles and responsibilities of personnel and the resources required before, during and after an incident to minimize its effects.

## **5 Responsibilities**

### **5.1 Site or Office Manager (Responsible Person)**

- At the start of an incident, take charge, assess whether an emergency or crisis exists and initiate the required response and personnel;
- Supervise and take control of incident management, focusing on minimizing harm and business/ commercial impact, when required evacuate personnel, notifying and coordinate with external emergency services;
- Ensure regulatory notifications are undertaken;
- Assess and announce when normal operations may resume after an incident;
- Initiate the incident investigation procedure

### **5.2 Department/Section Heads or equivalent**

- Forward reports of incidents to Site or Office Manager and HSE Officer
- Take control of incidents when the Site/Office Manager or HSE manager are not available

### **5.3 Site HSE Manager/Officer**

- Support the development and testing of crisis management planning and response.
- Take control of the incident when the site or office manager is not present.
- Ensure HSE related regulatory notifications are forwarded to the Senior HSE Manager in Riyadh,

### **5.4 Employees, contractors and visitors**

- Without delay, raise the alarm and report incidents, near misses and dangerous occurrences to security, office manager and/or supervisor
- Be aware of and adhere to the site's crisis management plans and cooperate with the incident officer and emergency services.

### **5.5 ACWA Power Crisis Management Team**

- Execute their individual roles and responsibilities as detailed in crisis management plan..

### **5.6 Corporate Communications Director**

- Initiate the crisis management plan when emergencies develop into crises.

### **5.7 Senior HSE Manager**

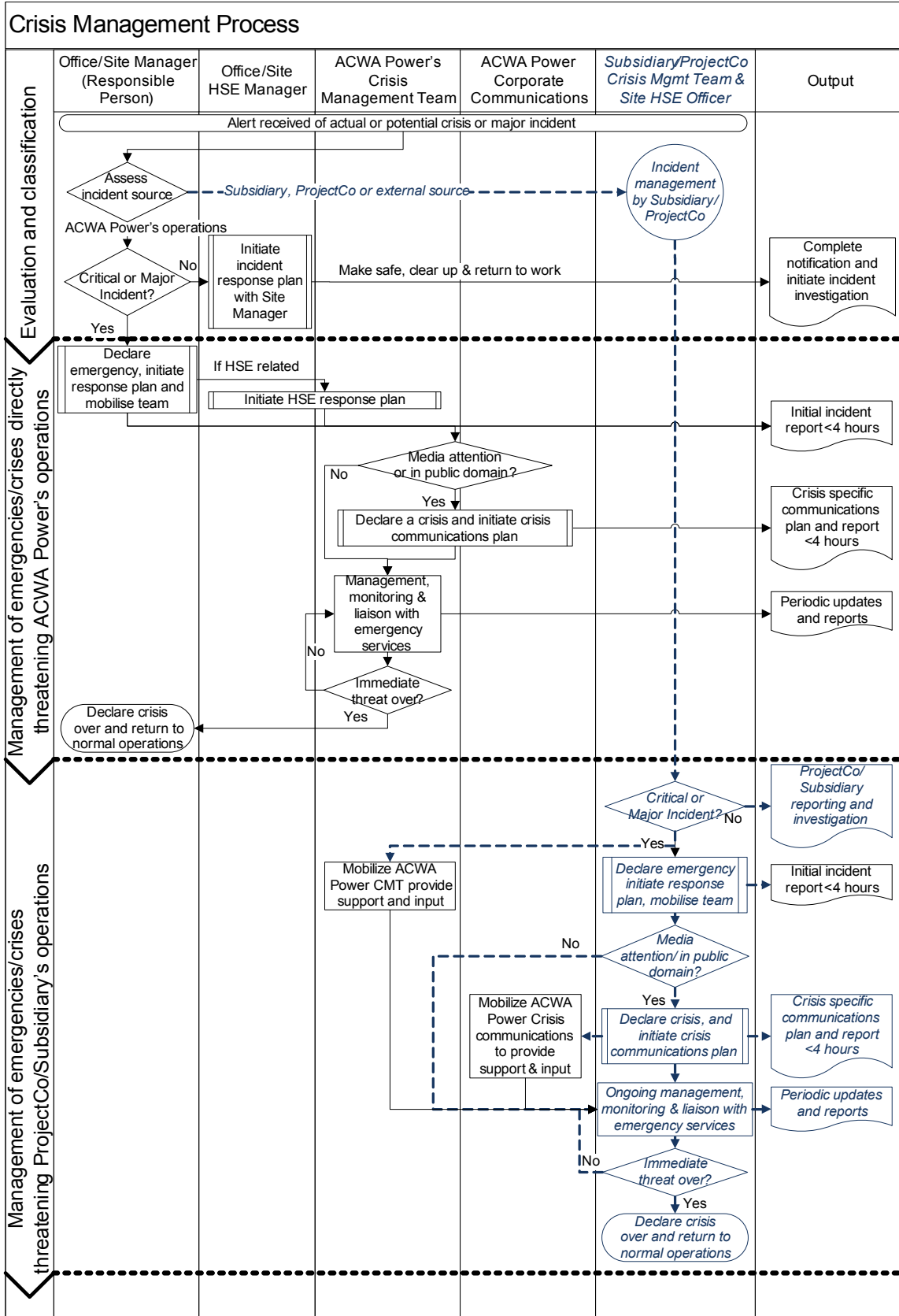
- support site personal for HSE incidents, emergencies and crises;
- comply with the Saudi Arabian High Commission for Industrial Security's requirements for communication during and after emergency and crisis incidents.

Additional responsibilities are detailed in the section 6.

## **6 Management of Incidents, Emergencies and Crises**

The process flow diagram, incident classification and management frameworks in the following sections define the requirements for categorisation and management of incidents, emergencies and crises that could arise from ACWA Power's direct and internal operations or from an ACWA Power subsidiary or ProjectCo's operations.

### 6.1 Crisis Management process



## 6.2 Crisis, Emergency and Incident identification and classification

Category	Incidents with Minor Severity		
Small HSE and Security incidents	<ul style="list-style-type: none"> <li>• Near miss</li> <li>• First aid case with no loss of work/ production</li> <li>• Occupational health issue without lost time</li> </ul>	<ul style="list-style-type: none"> <li>• Small fire - extinguishable with office equipment</li> <li>• Minor spillage or release</li> <li>• Property damage &lt;USD10k</li> </ul>	<ul style="list-style-type: none"> <li>• Minor flood or water leak</li> <li>• Loss or malfunction of utilities, telecoms, internet or ICT &gt; 2 hours, but &lt;8 hours</li> </ul>
Category	Emergency - Incident of Major Severity	Crisis – Incident of Critical Severity	
Health, Safety, Environmental and Security	<ul style="list-style-type: none"> <li>• Dangerous Occurrence</li> <li>• Fire, explosion, earthquake, storm, flood or other weather event requiring external fire/emergency services</li> <li>• Injury (single or multiple) or occupational health issue requiring off-site medical treatment</li> <li>• Motor vehicle accident</li> <li>• Major spill or release of hazardous substance that is contained on site</li> <li>• Forced break in, theft, damage to property, sabotage &gt;USD10k but &lt;USD50k</li> <li>• Data theft</li> </ul>	<ul style="list-style-type: none"> <li>• Death (single or multiple)</li> <li>• Injury or ill health requiring off-site medical treatment while travelling abroad</li> <li>• Motor vehicle accident while travelling abroad</li> <li>• Failure to report for duty for &gt;12 hours while travelling abroad</li> <li>• Major spill or release of hazardous substance from site or near site</li> <li>• Actual security threat or kidnapping while travelling abroad</li> <li>• Bomb threat or act of terrorism</li> <li>• Forced break in, theft, damage to property, sabotage &gt;USD50k</li> <li>• Data theft of confidential information</li> </ul>	
Offices, Services and Administration	<ul style="list-style-type: none"> <li>• Interruption, malfunction or loss of: <ul style="list-style-type: none"> <li>○ utilities or critical ICT &gt; 4 hours but &lt; 12 hours</li> <li>○ sub-critical ICT &gt; 1 day but &lt; 3 days</li> </ul> </li> <li>• IT infrastructure operating on UPS</li> <li>• IT data loss: <ul style="list-style-type: none"> <li>○ &gt;1 user requiring restoration from backup media</li> <li>○ entire location with loss window &lt; 2 hours</li> </ul> </li> <li>• Visa and immigration problems for &gt;5 people</li> <li>• Travel disruption affecting &gt;5 people</li> <li>• Threat of termination of office lease</li> </ul>	<ul style="list-style-type: none"> <li>• Interruption, malfunction or loss of: <ul style="list-style-type: none"> <li>○ utilities or critical ICT &gt; 12 hours</li> <li>○ sub-critical ICT &gt; 3 days</li> </ul> </li> <li>• UPS failure to support IT infrastructure leading to uncontrolled shutdown</li> <li>• IT data loss: <ul style="list-style-type: none"> <li>○ &gt;5 users requiring restoration from backup media</li> <li>○ entire location with loss window &gt; 2 hours</li> <li>○ failure of backup media to restore</li> </ul> </li> <li>• Data loss of entire site</li> <li>• Visa and immigration problems for &gt;10 people</li> <li>• Travel disruption affecting &gt;10 people</li> <li>• Unexpected termination of office lease</li> </ul>	
People, Business and Commercial Management	<ul style="list-style-type: none"> <li>• Unexpected departure of Senior Executive or multiple Directors</li> <li>• Failure to comply with business process with potential for &gt;USD50k but &lt;USD100k loss</li> <li>• Whistle blower notification</li> <li>• Financial irregularity and/or Fraud &gt;USD50k but &lt;USD100k</li> </ul>	<ul style="list-style-type: none"> <li>• Unexpected departure of several Senior Executives</li> <li>• Failure to comply with business process with potential for &gt;USD100k loss</li> <li>• Multiple whistle blower notifications</li> <li>• Financial irregularity and/or Fraud &gt;USD100k</li> </ul>	
Legal Compliance	<ul style="list-style-type: none"> <li>• Incidents requiring notification to authorities and/HCIS in KSA</li> <li>• Forewarning of imminent prosecution or legal action, criminal or fraud investigation</li> <li>• Labour dispute</li> </ul>	<ul style="list-style-type: none"> <li>• Prosecution or legal action, criminal or fraud investigation by competent authority</li> <li>• Multiple labour disputes</li> </ul>	



Category	Emergency - Incident of Major Severity	Crisis – Incident of Critical Severity
Media and Reputation	<ul style="list-style-type: none"> <li>• Incident or emergency event that could attract media interest</li> <li>• Foreseeable publication of report with negative conclusion (factually correct)</li> <li>• Foreseeable publication of malicious report or slander (factually incorrect)</li> <li>• Foreseeable failure of major business venture or bid</li> <li>• Unapproved public statement by ACWA Power employee</li> <li>• Emergency arising from ProjectCo, Subsidiary or facility with media interest</li> <li>• Foreseeable archaeological or hydrocarbon discovery on site</li> </ul>	<ul style="list-style-type: none"> <li>• Crisis that has attracted media interest</li> <li>• Publication of report with negative conclusion (factually correct)</li> <li>• Publication of malicious report or slander (factually incorrect)</li> <li>• Failure of major business venture or bid</li> <li>• Unapproved public statement by ACWA Power employee reported in the media</li> <li>• Crisis arising from ProjectCo, Subsidiary or facility with media impact</li> <li>• Archaeological or hydrocarbon discovery on site</li> </ul>
External Events	<ul style="list-style-type: none"> <li>• Change in regulation directly affecting business profitability and/or continuity</li> <li>• Stakeholder related events</li> <li>• Significant instability in Supply Chain</li> <li>• Local political instability</li> <li>• Local instability (war, terrorism)</li> <li>• Local Force Majeure event</li> </ul>	<ul style="list-style-type: none"> <li>• Major Change in regulation directly affecting business profitability and/or continuity</li> <li>• Major Supply Chain disruption/insolvency</li> <li>• Regional political instability</li> <li>• Regional instability (war, terrorism)</li> <li>• Regional Local Force Majeure event</li> </ul>
ProjectCo and Subsidiaries	<ul style="list-style-type: none"> <li>• Any of the above HSE and Security, Offices, Services and Administration, People, Business and Commercial Management, Legal Compliance, Media &amp; Reputation or External Emergencies</li> <li>• Unexpected departure of CFO or EMO</li> <li>• Repeated failure to submit monthly report by 5<sup>th</sup> of the month</li> <li>• Invoice dispute with Offtaker &gt;5 % but &lt; 10 % of total invoice amount</li> <li>• Payment delay by Offtaker</li> <li>• Invoice submitted to Offtaker on or after 5th day of the month</li> </ul>	<ul style="list-style-type: none"> <li>• Any of the above HSE and Security, Offices, Services and Administration, People, Business and Commercial Management, Legal Compliance, Media &amp; Reputation or External Crises</li> <li>• Unexpected departure of CFO and EMO</li> <li>• Repeated failure to submit monthly report by 8<sup>th</sup> of the month</li> <li>• Invoice dispute with Offtaker &gt;10 % of total invoice amount</li> <li>• Invoice rejection or refusal to pay by Offtaker</li> <li>• Invoice submitted to Offtaker on or after 8th day of the month</li> </ul>
Project Construction	<ul style="list-style-type: none"> <li>• Any of the above HSE and Security, Offices, Services and Administration, People, Business and Commercial Management, Legal Compliance, Media &amp; Reputation or External Emergencies</li> <li>• Delay of &gt;15 days in construction schedule</li> <li>• Potential default or termination of major contractor or service provider</li> </ul>	<ul style="list-style-type: none"> <li>• Any of the above HSE and Security, Offices, Services and Administration, People, Business and Commercial Management, Legal Compliance, Media &amp; Reputation or External Crises</li> <li>• Delay of &gt;30 days in construction schedule</li> <li>• Default or termination of major contractor or service provider</li> </ul>

Category	Emergency - Incident of Major Severity	Crisis – Incident of Critical Severity
Facility Production	<ul style="list-style-type: none"> <li>• Any of the above HSE and Security, Offices, Services and Administration, People, Business and Commercial Management, Legal Compliance, Media &amp; Reputation or External Emergencies</li> <li>• Unplanned total loss of production ≤ 24 hours</li> <li>• Unplanned partial loss of production &gt;8 but ≤ 24 hours</li> <li>• Product fails quality standards &gt; 4 hours</li> <li>• Unsafe product dispatched &gt; 2 hours</li> <li>• Extreme weather event with potential to disrupt operations &gt;8 hours</li> <li>• Unplanned fuel supply failure with potential to disrupt production</li> <li>• Threatened strike by employees</li> </ul>	<ul style="list-style-type: none"> <li>• Any of the above HSE and Security, Offices, Services and Administration, People, Business and Commercial Management, Legal Compliance, Media &amp; Reputation or External Crises</li> <li>• Unplanned total loss of production &gt; 24 hours</li> <li>• Unplanned partial loss of production due to forced outage leading to:               <ul style="list-style-type: none"> <li>○ Loss of &gt;50 % of production for &gt; 24 hrs</li> <li>○ Loss of &gt;35 % of production for &gt; 48 hrs</li> <li>○ Loss of &lt;35 % of production for &gt; 7 days</li> </ul> </li> <li>• Product fails quality standards &gt; 8 hours</li> <li>• Unsafe product dispatched &gt; 4 hours</li> <li>• Extreme weather event with potential to disrupt operations &gt;24 hours</li> <li>• Fuel supply failure leading to unplanned shutdown</li> <li>• Ship collision or grounding</li> <li>• Strike by employees</li> </ul>

**Management Framework for Incidents, Emergencies and Crises originating from ACWA Power's internal operations**

Incident Category	Critical Incident: ACWA Power	Major Incident: ACWA Power	Minor Incident
<b>Identification and Initial notification</b>			
Notification and escalation	Office/Site Manager (VP level and above)	Office/Site Manager	Line Manager
Language and format	By telephone as soon as possible and within 2 hours of incident notification	By telephone as soon as possible and within 4 hours of incident notification	By telephone within 24 hours of incident notification
People to be notified	CEO, Director Corporate Communications, Senior Manager HSE	CEO, Corporate Communications, Senior Manager HSE	Line Manager, HSE, Office Manager
Report format (Appendices A, B)	Verbal followed by 1 page initial fact sheet	Verbal followed by 1 page initial fact sheet	1 page initial fact sheet
<b>Management and Emergency Response</b>			
Implementation of specific plan	Implementation of Office specific Emergency Response Plan with support from local authorities and emergency response services (as relevant)	Implementation of Office specific Emergency Response and Security Plan	Implementation of Office specific Emergency Response plan
Management (CMT)	CEO, CFO, VPs, Director Corporate Communications, Senior Manager HSE, Office Manager, Legal Counsel	CEO, relevant VPs, Director Corporate Communications, Senior Manager HSE, Office Manager, Legal Counsel	Line Manager, HSE, Office Manager, HSE Representative
Internal stakeholders	Employees – CEO	Employees – VPs and Departmental Heads	Employees
External stakeholders	As per Crisis Communications plan	Board and Strategic Partners - CEO Financial authorities & Funders - CFO HICS and/or local civil defence and GOSI – Senior Manager HSE Insurance – Risk Manager	Not relevant
<b>Post Incident</b>			
Return to normal operations declaration	Office/Site Manager (VP level and above)	Office/Site Manager (VP level and above)	Line Manager
Post incident investigation leader and team	CEO	Office/Site Manager	Line Manager

**Management Framework for Crises, Emergencies and Incidents originating at ACWA Power's Subsidiaries and ProjectCos**

Incident Category	Critical Incident: Subsidiary or ProjectCo	Major Incident: Subsidiary or ProjectCo	Minor Incident: Subsidiary or ProjectCo
<b>Notification and Initial notification</b>			
Notification and Initial notification	EMO/CEO or Office/Site Manager	Office/Site Manager	Line Manager
Notification format	By telephone as soon as possible and within 2 hours of incident notification	By telephone as soon as possible and within 4 hours of incident notification	By telephone as soon as possible and within 24 hours of incident notification
People to be notified	ACWA Power: CEO, ACWA Power VP Assets Management, Director Corp. Communications, Senior Manager HSE (for HSE incidents) Subsidiary/ProjectCo: as per response plan	ACWA Power: CEO, ACWA Power VP Assets Management, Director Corp. Communications, Senior Manager HSE (for HSE incidents) Subsidiary/ProjectCo: as per response plan	As per site plan, included in risk assessment and performance indicators ACWA Power
Report format (Appendices A, B)	Verbal followed by 1 page initial fact sheet	Verbal followed by 1 page initial fact sheet	1 page initial fact sheet
<b>Management and Emergency Response</b>			
Implementation of Emergency Response Plan (ERP)	Implementation of facility specific Emergency Response Plan with support from local authorities and emergency response services (as relevant)	Implementation of facility specific Emergency Response and Security Plan	Implementation of Emergency Response Plan
Management (CMT)	ACWA Power: CEO, VP Asset Management, Director Corporate Communications, Senior Manager HSE, Legal Counsel Subsidiary and Facility: CEO/EMO, Senior Management team, Facility HSE Manager and Security Manager (as relevant)	ACWA Power: VP Asset Management, Director Corporate Communications, Senior Manager HSE Subsidiary and Facility: CEO/EMO, Senior Management team, Facility HSE Manager and Security Manager (as relevant)	Not required
Notification with internal stakeholders	Employees – EMO/CEO	Employees – EMO/CEO and Departmental Heads	Employees
Notification with external stakeholders	As per Subsidiaries/ProjectCo's Crisis Communications plan supported by ACWA Power	As per Subsidiaries/ProjectCo's internal Communications plan	Not relevant
<b>Return to Normal</b>			
Return to normal operations declaration	EMO/CEO or Office/Site Manager	Office/Site Manager	Line Manager

Incident Category	Critical Incident: Subsidiary or ProjectCo	Major Incident: Subsidiary or ProjectCo	Minor Incident
Investigation leader and team	EMO/CEO	Office/Site Manager	Line Manager

## 7 Records

As per process flow diagrams in Section 6 and emergency response and incident investigation procedures.

Site/Office:

Date and time of incident

**Location/scene of incident**

**Description of Incident (tick or insert relevant numbers in boxes)**

Near Miss  Dangerous Event  1<sup>st</sup> Aid  Injuries  Illness  Fatalities  Radioactive

Fire/ Explosion  Property Damage (US\$)  Security  Hazardous Substance  Spillage

Gaseous release  Lost production  Business interruption  Commercial issue  Reputation/Media

Details: .....

.....

.....

.....

.....

.....

Include details covering: cause, duration, chemicals, receiving body, quantities, affected parties, weather conditions, disruptions to work & production

**Incident Classification**

Health & Safety  Environmental  Business  Production  Reputation

Critical (Crisis)  Major (emergency)  Minor  Formal Investigation required (Yes/No)

**Current Status and Actions Taken**

Fully Operational  Partial Shutdown  Complete Shutdown  Predicted duration of shutdown: .....

On-site emergency response  Off-site emergency services  Off-site medical treatment

Details: .....

.....

.....

.....

.....

.....

**Prepared by:** (name, position, signature)

الرقم:						التاريخ:									
إرسالية بالفاكس موجهة إلى:															
اسم المنشأة التي وقع بها الحادث:						موقعها:									
مكان الحادث:															
يوم وتاريخ الحادث // // الموافق // وقت الحادث ( : ) وقت انتهاء الحادث ( : )															
نوع الحادث :		حريق		تسرب		إصابة عمل		وفاة		إنذار		حادث		أخرى.....	
أسباب الحادث:															
وصف الحادث :															
تأثير الحادث على سير العمل:															
الأضرار المادية والبشرية:															
الإجراءات التي تم اتخاذها للسيطرة على الموقف:															
الجهات التي شاركت في الحادث:															
ملاحظات:															
هذا التقرير: أولي ( )						نهائي ( )									

المبلغ عن الحادث

الاسم:

مسئول الأمن الصناعي

الاسم: