



Emergency and Crisis Management

STD - Standard

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5	Issued for Use	Mat Hyland (S&EM Team Lead)	Nigel Ross (Support HSE Manager)	Dave Robotham (GM HSEQ)	Valarie Ee (VP HSEQ)

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1. About This Standard

1.1 Purpose

This standard defines INPEX Australia's key business principles and business rules that enable the effective management of emergency and crisis events.

The standard complies with the following,

- Corporate HSE Standard – Emergency Response
- Documents listed in section 3, Table-1.

1.2 Scope

This standard applies to all emergency response / management activities associated with Company personnel and applicable worksites as detailed below. This includes, any individual or entity employed by the Company or INPEX's Affiliated Companies, including, but not limited to:

- *INPEX Australia Pty Ltd (ACN 134 715 254)*
- *INPEX Browse E&P Pty Ltd (ACN 165 711 017)*
- *INPEX Oil & Gas Australia Pty Ltd (ACN 155 960 151)*
- *INPEX Ichthys Pty Ltd (ACN 150 217 253)*
- *INPEX Operations Australia Pty Ltd (ACN 150 217 262)*
- *INPEX New Energy Business Pty Ltd (ACN 656 098 921)*

The scope of application of this Standard also includes the following personnel and activities:

- All INPEX personnel, regardless of work activity, worksite or prevailing influence. This includes.
 - INPEX controlled offshore worksites
 - INPEX controlled onshore worksites
 - INPEX office locations (local and overseas)
 - INPEX employee business travel
- Contractor personnel and sites in accordance with Table 1

Table -1: Contractor Personnel Applicability

Prevailing Influence Worksite	Applicability of this standard
1	Yes. Via Company emergency plans
2	Yes. Via Contractor emergency plans submitted to Company
3	Not Applicable

2. Emergency and Crisis Management Framework

2.1 Business Principle

A consistent and standardised emergency and crisis management framework shall be applied across all Company operations to ensure clear command, coordination, and escalation pathways during any event.

2.1.1 Business Rules

The following emergency and crisis management framework shall be applied across all company operations:

- a. Emergency events shall be classified as Level 1, Level 2 or Level 3 based on their complexity, required resources, and potential impact.
- b. Each response level shall be managed by the designated response team (ERT, IMT or CMT) in accordance with approved plans and procedures.
- c. Response teams shall operate within clearly defined command, control and communication structures.
- d. Response planning shall align with the tactical, operational and strategic intent of each response level.
- e. All response activities shall be conducted in accordance with the operating systems and standards applicable to each level.

Table -2: INPEX Emergency and Crisis Management Framework

INPEX Emergency and Crisis Management Framework			
Response Level	Level 1	Level 2	Level 3
Definition	An event that can be managed at a tactical level, utilising site response resources, without the need for external assistance.	An event that requires additional resources and coordination beyond site response resources.	An event or series of events that disrupts operations, financial stability, reputation, or ability to meet Company objectives.
Responsible Team	Emergency Response Team (ERT)	Incident Management Team (IMT)	Crisis Management Team (CMT)

Team Description	The ERT is a site-based team that is responsible for initiating and coordinating immediate response actions to an emergency event.	The IMT is responsible to deliver a coordinated response to an event pursuant to an Incident Action Plan (IAP). The EC reports to the IMT to deliver mutual support.	The CMT is a Perth based team that leads crisis management operations and directs strategic tasks at the INPEX Australia, addressing the implications and consequences of the crisis event pursuant to an approved Crisis Resolution Plan (CRP). The CMT provides strategic guidance to the IMT.
Team Composition	The ERT is led by an Emergency Commander (EC). The ERT is comprised of a command element and applicable tactical response team/s. (e.g. Fire, Rescue, Helideck, FRC).	The IMT is led by an Incident Commander (IC). The IMT is comprised of the Command Section and Operations, Planning, Logistics and Finance Sections.	The CMT is led by a CMT Leader. The operation of the CMT is monitored by a CMT Chair. The CMT is comprised of senior representatives from key business functions.
Response Planning	Tactical Focused on initiating immediate and short-term actions to manage the situation pursuant to an Initial Planning Board and the relevant IMG.	Operational Focused on converting agreed objectives into specific strategies and actions that need to be achieved in a defined operational period. Results in the development of an IAP.	Strategic Focused on converting high level strategic objectives through enterprise level analysis into specific strategies and actions that need to be addressed within a specified period. Results in the development of a CRP.
Operating System	ISO 15544	IPIECA/IOGP: Incident Management System (IMS)	INPEX Australia

3. Emergency and Crisis Planning Framework

3.1 Business Principle

A structured and integrated emergency and crisis planning framework shall be implemented across the business to ensure a consistent, scalable, and effective approach to emergency response and crisis management.

3.1.1 Business Rules

All applicable worksites and scopes shall adopt the emergency and crisis planning principles known as PPRR as described in the table below:

1. Prevention	Arrangements that seek to eliminate or reduce the likelihood of credible events occurring or which are designed to limit escalation
2. Preparedness	Arrangements that maintain a reasonable capability and readiness to respond to credible events
3. Response	Arrangements intended to mitigate the consequences of an event
4. Recovery	Arrangements that support the restoration of PEARS to normal business operations

3.1.2 Business Rules Prevention

- a) Credible events shall be identified and prevented through applying Company risk management processes:
 - i) The risk of events occurring, and escalating shall be reduced to As Low As Reasonably Practicable (ALARP) through the application of the hierarchy of controls.
 - ii) Emergency response features that have been documented as safety or environmental critical controls shall include documented performance standards which are monitored and maintained.

3.1.3 Business Rules Preparedness

Documented Plans

- a) All applicable worksites shall have a Company approved ERP. Worksites include;
 - i) Offshore
 - ii) Onshore
 - iii) Office
 - iv) Vessels
- b) All applicable worksites shall have a Company approved Incident Management Guide (IMG) for each Major Accident Event (MAE) and non-MAE emergency events detailed in their Safety Case and/or Operations Hazard Register.
- c) All applicable IMTs shall have a dedicated Incident Management Plan (IMP) in place.

- d) The applicable CMTs shall have a dedicated Crisis Management Plan (CMP) in place.
- e) All 'Documentation' shall describe response processes to PEARS;
 - i) People
 - ii) Environment
 - iii) Assets
 - iv) Reputation
 - v) Sustainability

The protection of 'People' must always be the highest priority. All other elements are evaluated concurrently to identify any opposing threats or interdependencies. As an example – efforts to protect an asset may also help to protect people and the environment.

- f) Each response plan shall be consistent with the framework described in section 1.1, and structure as described in 1.2.1
- g) Plans shall describe the chain of command and the communication interfaces between each team or support organisation.
- h) Plans shall be developed by competent persons, endorsed by the Security & Emergency Management (S&EM) team and approved by managers responsible for the relevant operations.
- i) Plans shall describe the roles and responsibilities for all applicable team members.

People

- j) Personnel shall be trained and competent to perform the duties of their role and to operate the equipment and systems provided. Training shall be described in applicable plans.
- k) Rosters of personnel appointed to teams shall be maintained and communicated.
- l) Training and competency programs, and rosters shall ensure that sufficient competent personnel are available to fulfil the roles defined in relevant plans.
- m) Rostered personnel on duty shall remain available and fit for work.

Equipment and Facilities

- n) Sufficient and appropriate equipment shall be provided to execute response actions identified in relevant plans.
- o) Emergency equipment shall be operated, maintained, tested, and certified in accordance with original equipment manufacturers documentation and relevant Australian Standards where available.

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- p) IMT and CMT facilities shall be purpose built and dedicated specifically for emergency use, and maintained so they are considered 'ready for immediate emergency use'.

Exercises and Drills

- q) The S&EM team shall develop an annual Level 1, 2 & 3 exercise and drill plan in consultation with relevant facility/project/divisional leaders.
- r) Each worksite shall complete and record exercises / drills in accordance with the annual plan.
- s) Actual responses can be credited towards an exercise.
- t) All exercises, drills and active responses shall be recorded, assessed, and reported in relevant Company system in order to identify improvement opportunities.
- u) Proposed actions arising from exercises, drills or actual responses shall be agreed by relevant response leader and recorded in a Company approved action tracking system.
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3.1.4 Business Rules Response

- a) Response leaders must assess the level of response (1,2 or 3) and conduct further notification and activation processes without delay.
- b) Activations at any response level shall include notification to the duty response leader of the next level up.
- c) Responders at all levels must record details (where practical) such as the time, observations and actions conducted.
- d) Response documentation shall include who is responsible for conducting specific actions.
- e) Response documentation shall be filed into a dedicated and secure location for reference at a later date (if required).
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3.1.5 Business Rules Recovery

- a) Documented plans shall have a clearly defined recovery section containing guidance on recovery activities.
- b) The health and wellbeing of people involved or affected by the event must be addressed without delay via a debrief.
- c) Equipment and consumables used during response operations shall be replenished and made ready for use without delay.
- d) After-Action Reviews (AAR) shall be conducted for all level 2 and 3 events (actual responses) to record learnings and identify improvement opportunities and if required, assign identified actions to relevant personnel.
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4. Emergency and Crisis Assurance Framework

4.1 Business Principle

Regular capability reviews shall be conducted to provide assurance that emergency and crisis management arrangements are effective, compliant, and aligned with the intent of this Standard.

4.1.1 Business Rules

- a) Emergency response capability reviews shall be conducted every three years at each Company controlled major hazard facility as a minimum.
 - i) These reviews shall be conducted by the S&EM team.
 - b) Incident and crisis management capability reviews shall be conducted on Company response plans every three years as a minimum.
 - i) These reviews shall be conducted by an auditor external to the S&EM team.
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5. Monitor, Assure and Improve

Compliance with this Standard shall be monitored in accordance with the Company Assurance Standard. Changes made to this Standard shall be subject to Company management of change processes. Relevant Technical Authority(s) and Subject Matter Expert(s) must be consulted and involved in revisions to this Standard.

The Owner of this document can be found [here](#).

6. Reference and Compliance Documents

The documents listed below are relevant to the execution of this Standard.

Reference documents (R) are documents referred to in the course of completing this Standard.

Compliance documents (C) include all standards, regulatory governance, contracts, business rules or policies applicable to this Standard.

Table -3: Reference and Compliance Documents

Document Name	R	C	Document Number
Policies			
Health, Safety, Security, Environment and Quality Policy		C	0000-AH-POL-70000
Standards			
Corporate HSE Standard – Emergency Response		C	INPEX-CO-HSE-0009
Other Documents (e.g. External Documents, Specifications)			
INPEX Australia Incident & Crisis Management Preparedness Plan	R		0000-AH-PLN-60007
Oil and gas industries — Offshore production installations — Requirements and guidelines for emergency response		C	ISO 15544:2024
IPIECA/IOGP Incident Management System for the Oil and Gas Industry		C	IOGP Report 517
NOPSEMA Guidance Note – Emergency Planning		C	N-04300-GN1053 A313116

7. Abbreviations and Definitions

Table -4: Abbreviations and Definitions

Abbreviation / Term	Definition
AAR	After Action Review
ALARP	As Low As Reasonably Practicable
CCMT	Corporate Crisis Management Team (Tokyo)
CMT	Crisis Management Team
CRP	Crisis Resolution Plan
Company	INPEX Corporation's Australian subsidiaries or Australian registered companies
Crisis	An event or series of events that disrupts operations, financial stability, reputation, or ability to meet Company objectives. Events of this magnitude are considered severe enough to require activation of the CMT.
EC	Emergency Commander
Emergency	An event that harms or threatens People, the Environment, Assets, Reputation or Sustainability and requires the activation of site ERT
IC	Incident Commander
IMG	Incident Management Guide
Incident	An event that harms or threatens People, the Environment, Assets, Reputation or Sustainability and requires the activation of an IMT
Event	An event is the general term utilised in reference to a situation that may require a response.
EM	Emergency Management
ER	Emergency Response
ERP	Emergency Response Plan
ERT	Emergency Response Team
FRC	Fast Rescue Craft
IMS	Incident Management System

Abbreviation / Term	Definition
IMT	Incident Management Team
MAE	Major Accident Event
PEARS	People, Environment, Asset, Reputation, Sustainability
PPRR	Prevention, Preparedness, Response, Recovery
S&EM	Security and Emergency Management

8. Record of Amendment

Table -5: Record of Amendment

Revision	Section	Amendment
Rev 5	All	Updated to new template
	1.1	Emergency and Crisis Management Framework Updated
	7	Abbreviations Table updated

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