

ARCHIPELAGO INDUSTRIAL MANAGEMENT CORP.

Health, Safety, Security and Environment Management System Manual

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Health, Safety, Security & Environment Management System Manual

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This document is an uncontrolled version of the AIMC HSSE-MS Manual for use by all staff who prefer to print a copy of the manual.

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SCOPE

This document covers all the activities of Archipelago Industrial Management Corp and ensures that necessary processes are in place to allow the HSSE objectives are met. The activities that have been identified as being under the management or operational control of AIMC are identified in a Scope Map.

The term “HSE” rather than “HSSE” sometimes appears in this document. For the purposes of this manual the two abbreviations are generally synonymous and “HSE” has only been used when it appears in the title of a document or in an organizational context.

OWNER

The President of AIMC is the owner of this HSSE-MS with responsibility for:

- Issuing this HSSE-MS and any revisions under his/her signature.
- Demonstrating commitment to HSSE management by personal involvement in its implementation.
- Giving clear directives on how the HSSE-MS is to be implemented and maintained. This role is not to be delegated.

CUSTODIAN AND HOLDER

The AIMC Safety Officer is the Custodian and holder of this HSSE-MS responsible for:

- Notification to the Custodian when deficiencies or potential improvements are identified.
- Proposing revisions to the HSSE-MS when necessary.
- Ensuring that all documentation associated with the HSSE-MS is kept up-to-date and accessible to all AIMC personnel.
- Ensuring that all aspects of the HSSE-MS are communicated satisfactorily throughout the company

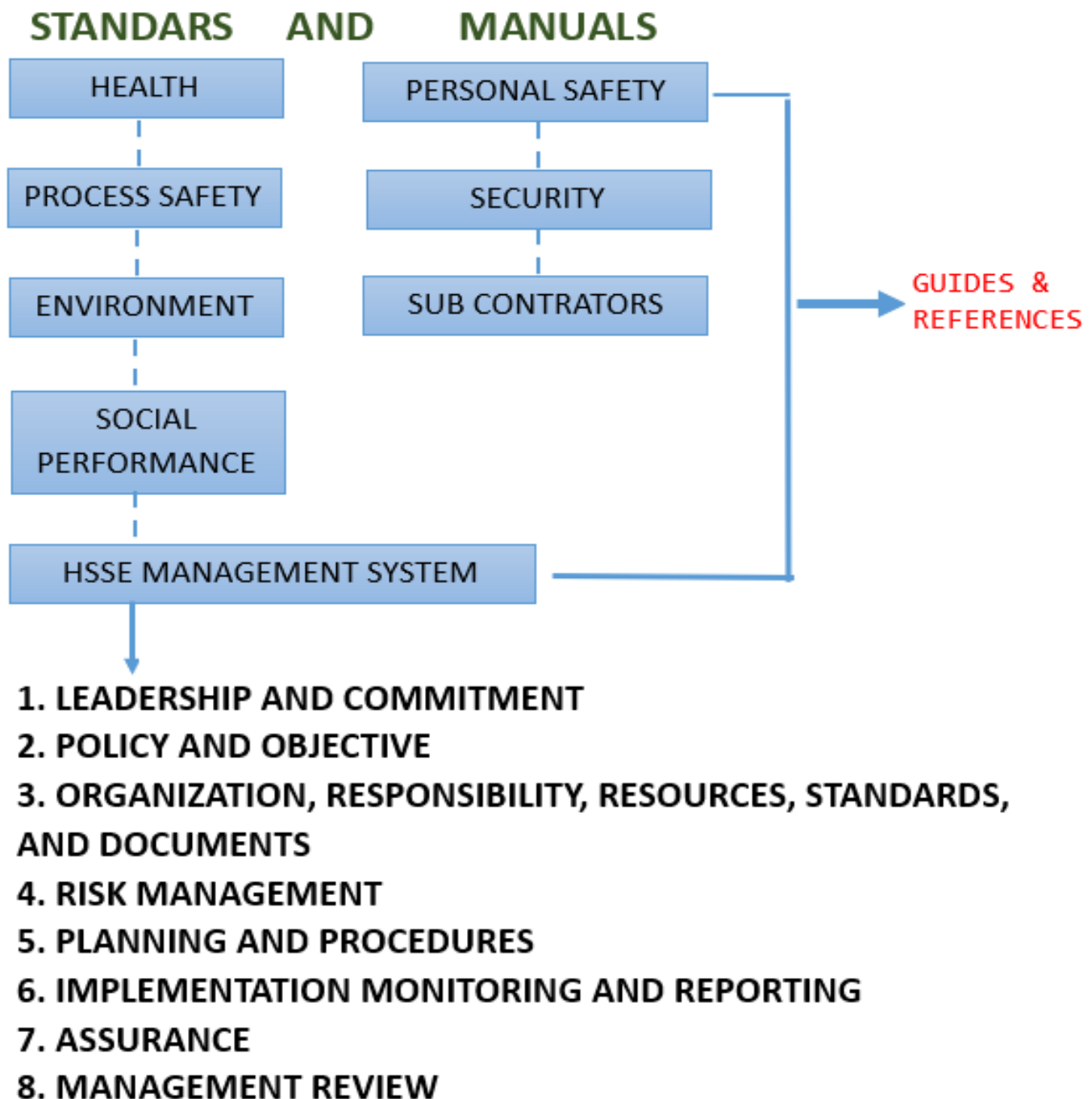
Introduction

A management system is a framework of controls and is the key enabler for achieving sustained business performance and risk management. The Company's Commitment and Policy on Health, Security, Safety, the Environment and Social Performance requires every employee to manage HSSE in a systematic manner. The HSE MS consists of eight Elements, aligned to ensure a logical flow and to maintain the feedback cycle all management systems should have to drive continuous improvement, as shown in the diagram below.

This Health, Safety, Security and Environment Management System (HSSE-MS) Manual outlines the processes and activities adopted by AIMC in alignment with Shell. It is the principal HSSE management document of AIMC. It provides an essential reference for staff in the planning and implementation of operations and ensures that necessary processes and activities are in place to meet the requirements of the AIMC. It enables anyone involved in the activities of AIMC to obtain a clear understanding of the mechanisms that have been put in place to ensure continuous improvement in HSSE performance. It enables all other interested parties to understand how HSSE is managed as an integral part of the business.

ARCHIPELAGO INDUSTRIAL MANAGEMENT CORPORATION

HSSE CONTROL FRAMEWORK



Group HSSE & SP Control Framework HSSE Management System Manual – Leadership and Commitment section:

1. Be mindful of HSSE Risks.
2. Demonstrate visible and felt HSSE leadership through measurable actions.
3. Motivate, coach and develop your personnel in effective HSSE management.
4. Hold individuals accountable for their HSSE behaviors and performance.
5. Engage where appropriate with Joint Venture Partners, Contractor management, local communities and authorities, industry associations and NGOs about HSSE.

1. BE MINDFUL OF HSSE RISK

ASSESSMENT OF HSSE EXPOSURE

AIMC HSSE MS MANUAL

2. DEMONSTRATE HSSE LEADERSHIP

SAFE PROGRAM

DESCRIPTION	RESPONSIBILITIES	REFERENCE
SAFE (Safe Activities For a safe Environment) is a behavioral safety program designed by AIMC to help achieve individual improvement in HSSE culture whereby the entire workforce, is personally motivated to work safely.	<p>AIMC LINE MANAGER</p> <p>SAFETY OFFICER</p>	SHELLS HEART & MINDS PROGRAM

HSSE COMMUNICATIONS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>Communication around HSSE news, expectations, issues, and results are tailored for all audience needs via the following channels:</p> <ul style="list-style-type: none"> •Shell HSSE News Flashes •Incident Alerts, which provide preliminary notification of incidents within Shell and, where relevant, from the industry. •Learnings from Incident reports, which provide information about and learnings from a specific incident that has occurred within Shell or from elsewhere. •Monthly Management Information Packs that summarized performance in the previous month, comparing actual performance with targets. • Face-to-face meetings: Teleconference & Email • Toolbox talks, which shall be held at least once per week at plants and for all major contract operations • HSSE committee meetings, which shall be held at least per annual at all plants 	<p>AIMC LINE MANAGER</p> <p>AIMC SAFETY OFFICER</p> <p>AIMC GM</p>	<p>Shells Heart & Minds Program</p> <p>Shell HSSE News Flashes</p> <p>3rd Party Articles</p> <p>AIMC Incident Reports</p>

3. COACH AND DEVELOP PERSONNEL

INDIVIDUAL DEVELOPMENT PLANS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
HSSE is part of the individual appraisal process. HSSE performance is factored into the personnel assessment of the company	GM	Individual Performance Review

4. HOLD INDIVIDUALS ACCOUNTABLE

RECOGNITION

DESCRIPTION	RESPONSIBILITIES	REFERENCE
Line managers look for opportunities to reward personnel demonstrating exceptional performance in HSSE duties, responsibilities and contributions.	SAFETY OFFICER GM	AIMC SAFE Program

CONSEQUENCE MANAGEMENT

DESCRIPTION	RESPONSIBILITIES	REFERENCE
Individuals shall be held accountable for their HSSE behaviours and performance. All suspected instances of HSSE rule-breaking shall be investigated and appropriate consequence management applied.	SITE MANAGER GM	AIMC Policy Manual

5. ENGAGE EXTERNAL STAKEHOLDERS

IDENTIFY AND ENGAGE WITH KEY EXTERNAL STAKEHOLDERS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
Line managers shall identify and prioritize key external stakeholders (such as Other contractor management, local communities and authorities, industry associations, NGOs) and proactively and consistently engage in line with business objectives.	GM LINE MANAGER	

ELEMENT 2 - POLICY AND OBJECTIVES

Main requirements

HSSE Control Framework HSSE Management System Manual – Policy and Objectives section:

Line Managers are accountable to:

- Actively communicate the Company HSSE Commitment and Policy
- Develop HSSE Objectives
- Set annual Targets to drive continuous performance

improvement HSSE Managers are responsible to:

- Develop HSSE Plans aligned with the HSSE Objectives and Targets
- Publish and communicate the HSSE Objectives, Targets and Plans

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. ACTIVELY COMMUNICATE THE COMPANY HSSE COMMITMENT AND POLICY

PROMOTE THE GROUP COMMITMENT AND POLICY ON HEALTH, SECURITY, SAFETY, THE ENVIRONMENT AND SOCIAL PERFORMANCE.

DESCRIPTION	RESPONSIBILITIES	REFERENCE
The GM endorses the Group's Commitment and Policy on Health, Security, Safety, the Environment and Social Performance. They are an essential part of our whole HSSE agenda, defining the framework against which we will test our delivery. All line managers and supervisors are responsible for them active implementation	LINE MANAGER SUPERVISOR	AIMC POLICY MANUAL

PROMOTE THE COMPANY CODE OF CONDUCT		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
The Code of Conduct of AIMC is a common reference point for anyone who is unclear about what is expected of them in a specific situation; valuable toolkit that can help you put our Business Principles into practice. All line managers and supervisors are responsible for its active promotion within AIMC.	LINE MANAGER SUPERVISOR	AIMC CODE OF CONDUCT

2. DEVELOP HSSE OBJECTIVES

IMPLEMENTING THE HSSE & SP CONTROL FRAMEWORK		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>Since 1997, AIMC has aligned its HSE Framework with the HSSE framework of Shell a streamlined and Simplified framework built from existing HSSE documents. The Framework will be the foundation for all HSSE functional activities in AIMC. It comprises the following:</p> <ul style="list-style-type: none"> • The AIMC Commitment and Policy. • Standards - The purpose of the Standards is to state the Company's expectations of how its employees conducts their operations. They are internal statements for our employees. They are classified as 'Restricted', but can be shared with our parties with approval from the President. • Manuals - The Framework's Manuals, some of which are supported by Specifications, contain the mandatory requirements for implementation the company's HSSE Standards. AIMC implementation of the Manuals, most of which are divided into discrete sections, is taking place progressively. 	GM LINE MANAGER SAFETY OFFICER	
COMMUNICATING AIMC HSSE STANDARDS, MANUALS AND GUIDES PROCESS		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>The President of AIMC is responsible for:</p> <ul style="list-style-type: none"> • Disseminating new Standards, Manuals and Guides and supporting toolkits, e.g. self-assessment questionnaires. • Obtaining assurance from line managers that there is compliance with the mandatory requirements of 	PRESIDENT	

such documents or tracking progress to achieve compliance where it is required.		
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DEVELOPING AND MAINTAINING HSSE STANDARDS, MANUALS AND GUIDES

DESCRIPTION	RESPONSIBILITIES	REFERENCE
It is AIMC's objective to minimize the amount of formal, controlled HSSE documentation. Nonetheless, it is recognized that an essential minimum number of properly prepared, reviewed and controlled manuals & procedures are required to achieve the strategic HSSE objectives of the business, and that these shall be appropriately distributed.	AIMC SO	

IMPLEMENTING STANDARDS AND MANUALS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
As a result of the creation of the Company, specific HSSE Standards have been developed by AIMC for its employees to adhere to. These standards are in line with Shell standards/policies AIMC issues its own Standards and Manuals were deemed necessary and to align with existing standards of Shell	GM/LINE MANAGER SUPERVISORS	SHELL STANDARD AND POLICIES

3. SET ANNUAL TARGETS TO DRIVE CONTINUOUS PERFORMANCE IMPROVEMENT

SETTING HSSE TARGETS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
HSSE targets are set by Shell and implemented by AIMC in accordance with the Service Contract This is necessary in order to assess AIMC performance against its Shell's HSSE objectives, targets for various Key Performance Indicators each year, taking into account any requirements set by the company or Shell	PRESIDENT	Shell KPI for FMC Management Contract

Service

4. DEVELOP HSSE PLAN		
HSSE PLAN		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
HSSE plans are developed each year by AIMC to guide on targets required by each line management of company's expectations	GM LINE MANAGERS	
5. Publish and communicate the HSSE Objectives, Targets and Plans		
HSSE COMMUNICATIONS		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>The HSSE objectives, targets and plans of AIMC are published and communicated in a variety of ways:</p> <ul style="list-style-type: none"> • Face-to-face meetings • Teleconferences • Email <p>The methods chosen reflect the information to be communicated and the target audience. All such communications are usually cascaded through line management.</p>	GM LINE MANAGEMENT	Shell KPI for FMC Management Contract

ELEMENT 3 – ORGANIZATION, RESPONSIBILITIES AND RESOURCES

Main requirements

AIMC HSSE Management System Manual – Organization, Responsibilities and Resources section:
Management is accountable to:

- Establish and maintain governance over the implementation of the HSSE Management System
- Line Manager are accountable to:
- Define roles, responsibilities and authorities to implement the HSSE Control Framework and comply with regulations, policies and laws
 - Establish and maintain the resources (people, equipment, materials, information and time) needed to implement the HSSE Control Framework and comply with regulatory requirements and laws

AIMC HSSE Management System Manual – Competence section:

Line Manager are accountable to:

- Provide information, instruction, training and supervision so that people are competent to carry out their work safely in their area of responsibility

- Apply the formal and documented competence-assurance process to individuals in HSSE Critical Positions, Leadership and HSSE Professional Positions
- Identify and record the positions that require competence assurance
- Identify and record the competences and proficiency levels required for the positions that require competence assurance
- When there are changes in the Business or organization, identify the positions affected and update the competence requirements for these positions
- Assess, verify and record the competence of individuals against the requirements defined for each individual's position
- Manage any competence gaps through an agreed documented plan

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. DESIGN AND MANAGE THE HSSE ORGANIZATION

HSSE ORGANIZATION

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>HSSE management in AIMC is organized as a single tier structure, with all activities following the HSSE-MS described in this manual.</p> <p>The AIMC line managers may be part of the Safety Committee of Terminal composed of all stakeholders in the compound. The committee meets regularly to discuss directions/changes and activities which may have an impact on the HSSE environment of the site</p>	HSSE COMMITTEE	

2. HSSE ROLES AND RESPONSIBILITIES

JOB DESCRIPTION

DESCRIPTION	RESPONSIBILITIES	REFERENCE
Individual job descriptions contain details of the HSSE accountabilities and responsibilities of a role and the competences required to meet them.	GM	EMPLOYMENT CONTRACT
LINE MANAGER		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>In addition to specific responsibilities described elsewhere in this Manual, all line managers and supervisors have the following general aspects to their roles:</p> <ul style="list-style-type: none"> • Providing visible and felt leadership in HSSE • Ensuring compliance with all the requirements described in this Manual that are relevant to their area • Ensuring compliance with legislation. • Ensuring that there are adequate resources available to comply with this HSSE MS and legislation. • Ensuring that people are competent in managing HSSE. • Ensuring that corrective action is taken to address any non-conformances and areas for improvement identified in their area. 	<p>LINE MANAGER</p> <p>SUPERVISOR</p>	
AIMC GENERAL MANAGER		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>The GM has the primary responsibility for HSSE management and performance in their area of business activity. In addition to providing leadership on HSSE, they ensure that:</p> <p>All activities in their area of the business are carried out in accordance with the requirements of this HSSE-MS.</p> <p>This includes</p> <ul style="list-style-type: none"> • establish individual roles for executing HSSE plans and implementing procedures; (2) establish controls to check compliance with HSSE requirements; (3) intervene and take 	GENERAL MANAGER	

<p>corrective action if non-compliance with HSSE requirements is observed.</p> <ul style="list-style-type: none"> • All HSSE risks in their area are identified and are managed through this HSSE-MS to a level that is as low as reasonably practicable, ALARP. If this is not the case and the need to modify this HSSE-MS is identified (e.g. in the light of operational change), the need for change will be communicated to the Custodian and Holder of this HSSE-MS. • Mechanisms exist to identify, have access to and demonstrate compliance with all appropriate legislation. Subsidiaries, joint ventures and contractors are handled in accordance with this requirement. 		
HSSE MANAGER/SAFETY OFFICER		
DESCRIPTION	RESPONSIBILITIES	REFERENCE

<p>The HSSE Manager supports the Team in HSSE matters, including:</p> <ul style="list-style-type: none"> • Providing the team with specialist HSSE support, including proposing HSSE management objectives and consideration of any changes to business-level HSSE risks. • Liaising with Shell HSSE team on the interpretation of Shell Group and Downstream HSSE requirements and guidelines and communicating them appropriately to the team. • Ensuring effective implementation HSSE requirements of AIMC & Shell • Analyzing the need for, and arranging the preparation of, additional HSSE standards, manuals and guidelines and training that are appropriate to AIMC activities. • Maintaining independent oversight of the HSSE-MS implementation arrangements within AIMC and raising any matters of concern with the relevant member and/or other line managers. • Providing specialist support to incident investigations and reviews. • Promoting the identification and sharing of best practice, having similar HSSE exposures. 	<p>HSSE MANAGER</p>	
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OPERATION MANAGER		
DESCRIPTION	RESPONSIBILITIES	REFERENCE

<p>Key HSSE-related roles and responsibilities of Operations Excellence Manager include:</p> <ul style="list-style-type: none"> • Acting as the Delegated Technical Authority for Process Safety for AIMC. • Ensuring that HSSE is implemented in all plant activities • Acting as the Holder of various documents that form a part of this HSSE-MS that related to Asset Integrity / Process Safety. 	OPERATION MANAGER	
AIMC SAFETY COMMITTEE		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>AIMC Line Managers is organized as part of the AIMC HSSE Committee.</p> <p>In addition, there is an HSSE adviser or focal point in group. His responsibilities include:</p> <ul style="list-style-type: none"> • Assisting line managers in ensuring compliance with all AIMC, Shell and local legal requirements. • Providing HSSE support and advice to the group on HSSE issues, including proposing specific HSSE objectives and consideration to local HSSE risks. • Timely and accurate input of HSSE performance data into the HSE Management Information System. • Analyzing the need for, and arranging the preparation of, additional HSSE guidance and training appropriate to the local depot activities. • Providing specialist support to incident investigations and reviews. • Participating in the review of HSSE performance plans and the appraisal of results. 	AIMC	

ASSURE HSSE COMPETENCE		
DESCRIPTION	RESPONSIBILITIES	REFERENCE

<p>When someone is appointed to a position that is within the scope of the competence assurance frameworks described above, their competence assessment must be completed within 3 months of appointment. Assessment means both self-assessment and endorsement by the person's line manager. A plan must then be developed to fill any gaps that are identified; all gaps must be closed within 12 months of taking up the position. Special temporary measures shall be put in place to cover any critical gaps. In addition, every person that is appointed to a position in AIMC shall receive relevant HSSE onboarding (induction) training, organized by their immediate line manager. The scope of this training will depend on the position, but it will typically cover the following:</p> <p>All policies relevant to the person's position, e.g. AIMC Policy Manual and Policy on Health, Security, Safety, the Environment and Social Performance, Shell standards, the local no smoking policy, drugs and alcohol policy, etc.</p> <ul style="list-style-type: none"> • AIMC Policy Manual • AIMC Code of Conduct • Shell's HSE Golden Rules. • The Goal Zero concept of Shell • Shell's Life-Saving Rules. • The key hazards that exist in their day-to-day work and the controls to minimize the associated risks. • Outline of their personal HSSE responsibilities. • Key HSSE rules that apply to their worksite, e.g. use of mobile phones, house rules, site speed limit, etc. • An overview of HSSE management within their business and at their worksite. • Emergency response arrangements at their worksite and their role in emergency response plans. • Incident reporting arrangements at their worksite, both for actual and potential incidents. • Security arrangements at their worksite, e.g. wearing of identification badges, 'clear desk' policy. • PPE requirements for their worksite and job. • If relevant, details of the formal competence assurance process that they will follow, as described above. 	<p>GM</p> <p>LINE MANAGER</p> <p>SUPERVISOR</p>	<p>POLICY MANUAL</p> <p>HSSE – MS</p> <p>AIMC COMPETENCE CERTIFICATE</p>
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Such onboarding training must take place within two weeks of the person taking up their position. The individual and their line manager must retain a record of completion of the process.		
JOB DESCRIPTION		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
Individual job descriptions contain details of the HSSE accountabilities and responsibilities of a role and the competences required to meet them.	GENERAL MANAGER	

ELEMENT 4 – RISK ORGANIZATION

Main requirements

AIMC HSSE HSSE Management System Manual –Managing Risk section: Managers are accountable to:

- Identify HSSE hazards in the site and document their effects on work place
- Assess the Risk of identified hazards for Worst-Case Credible Scenarios using the Job Risk Assessment
- Manage Hazards, identifying barriers to prevent escalation
- Where Reasonably Practicable, eliminate Hazards or substitute Hazards with ones having lower Risk.
- Identify and implement Controls and Recovery Measures for Hazards to reduce Risk to ALARP.
- Identify and implement Controls and Recovery Measures for Hazards using a Bow Tie or equivalent methodology, including identification of HSSE Critical Activities and HSSE Critical Equipment and Document.
- Review Hazards and Risks and maintain documentation.

AIMC HSSE HSSE Management System Manual –Sub Contractor HSSE Management section:

The Business Leader is accountable to:

- Appoint a competent Contract Owner for each contract.
- Regularly review the management of HSSE risks in contracted activities. When necessary, define and document actions

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. IDENTIFY HAZARDS, ASSESS AND MANAGE RISKS		
Identify HSSE Critical Operations and Installations		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>The GM endorses the Group's Commitment and Policy on Health, Security, Safety, the Environment and Social Performance. They are an essential part of our whole HSSE agenda, defining the framework against which we will test our delivery. All line managers and supervisors are responsible for them active implementation</p> <ul style="list-style-type: none"> Fuel handling/processing facilities Bitumen handling / processing facilities Sea-fed terminals 	<p>GM</p> <p>LINE MANAGER</p> <p>SUPERVISOR</p>	
USE OF PERSONAL PROTECTIVE EQUIPMENT		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
Minimum PPE requirements to be used for activities carried out within Shell are prescribed in the Shell PPE Manual and its supporting Specification.	<p>GM</p> <p>LINE MANAGER</p> <p>SUPERVISOR</p>	<p>AIMC PPE MANUAL</p> <p>AIMC POLICY MANUAL</p> <p>SHELL PPE MANUAL</p> <p>SHELL POLICY MANUAL</p>
MANAGEMENT OF CRITICAL PERSONAL SAFETY RISKS		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>Various Critical Personal Safety Risks have been identified in the Shell HSSE Framework, of which the following apply to the current activities of AIMC:</p> <ul style="list-style-type: none"> Gantry Operations Marine Receiving Storage Handling Electrical safety Lifting and Hoisting Safe Isolation – Lock Out Tag Out (LOTO) Working at Height <p>Each of these risks shall be managed using the Job Hazard Analysis or Bow Tie Analysis</p>	<p>LINE MANAGER</p> <p>SUPERVISOR</p>	<p>AIMC HSSE PLAN</p>

MANAGEMENT OF CRITICAL HEALTH RISK		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>Various Critical Health Risks have been identified in the Group HSSE & SP Control Framework:</p> <p>Gantry Operations</p> <ul style="list-style-type: none"> • Acute Toxic Substances • Alcohol and Drugs • Contagious Diseases/Virus • Fitness to work • Food and drinking water safety • Hearing Conservation 	<p>LINE MANAGER</p> <p>SUPERVISOR</p>	<p>AIMC POLICY MANUAL</p>

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MANAGEMENT OF MARITIME RISKS: MANAGING THE SHIP-SHORE INTERFACE		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>Providing a safe berth is the responsibility of the charterer and the seller/receivers. The requirements for berth assessment, covering both loading and discharge berths, are described in Part OPS.10.10, "Confirm Safe Port and Berth", of the Maritime Process Model and the Shell Shipping Document MMG5, "Downstream Terminal Assurance Process". Such assessments may be by either inspection or risk assessment, depending on the ownership of the facility.</p> <p>The HSSE case of the terminal details the risk control measures for mooring, access, loading, discharging and emergency response and the management of hazards from pilot station inbound to pilot station outbound.</p> <p>Situations where it is proposed to discharge ships or barges at a public dock to road tankers shall be considered on a case-by-case basis taking into account the equipment to be used, the experience of the personnel and the results of a thorough risk assessment.</p>	AIMC LINE MANAGER	SHELL SHIP-SHORE MANUAL

MANAGE HSSE RISKS FROM CONTRACTED ACTIVITIES

CONTRACTOR MANAGEMENT		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>AIMC Contractors shall be managed in accordance with the AIMC Sub-Contractor HSE Plan AIMC line managers are responsible for ensuring that all contractors meet their obligations with regard to HSSE management and performance, including requirements for ongoing performance monitoring and periodic audit. The Contract Owner (typically a line manager) is accountable for the HSSE management of the contract including any subcontracted work and shall, as a minimum:</p> <ul style="list-style-type: none"> • Appoint in writing (in the contract) a competent Contract Holder. • Endorse in writing the Contract Holder's HSSE planned monitoring program. • Carry out periodic audits and reviews of the contract management to evaluate the adequacy of, and adherence to, this procedure. • Provide resources compatible with the standard of HSSE management required. <p>The Contract Holder (typically a line manager, e.g. depot manager) is accountable for the following activities:</p> <ul style="list-style-type: none"> • Assisting, where required, the contractor in identifying and assessing hazards associated with the activities contained in the contract work scope. • Generating and implementing a contract HSSE performance monitoring programme (for large projects). • Highlighting to the Contract Owner any deviations from the contract HSSE plan. • Conducting pre-start HSSE review/audit/meeting and authorizing the contractor to start work. 	<p style="text-align: center;">GM</p> <p style="text-align: center;">LINE MANAGER</p>	<p style="text-align: center;">AIMC</p> <p style="text-align: center;">SUB CONTRACTOR</p> <p style="text-align: center;">HSSE PLAN</p>

<ul style="list-style-type: none"> • Authorizing the contractor to commence various phases of the work (if a large project or if particularly hazardous phases are involved). • Ensuring contractors operate effective Permit to Work systems that meet Shell expectations. • Applying sanctions (e.g. stopping the work) when necessary in the event of deviations from the contract HSSE requirement. • Reporting the contractor's HSSE performance to Shell. 		
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ELEMENT 5 – PLANNING AND PROCEDURES

Main requirements

AIMC HSSE Management System Manual – Planning and Procedures section:

The Business Leader is accountable to:

- Integrate the HSSE annual Plan into the Business Plan

The Manager is accountable to:

- Integrate HSSE Objectives, HSSE Targets and HSSE annual Plans into Operational Plans.
- Develop and maintain Procedures to implement the requirements of the HSSE Control Framework and to manage HSSE Risks.
- Communicate the Plans and Procedures.

AIMC Management System Manual – Emergency Response section:

The Business Leader is accountable to:

- Establish Emergency Response centres (including back-up centres) to meet Business needs and response objectives

The Manager is Accountable to:

- Establish and maintain an Incident Management System to manage Emergency Response in line with the Emergency Response Objectives.

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. INTEGRATE THE HSSE PLAN INTO THE BUSINESS PLAN		
HSSE PLANS AS PART OF THE “TARGETS AND RESOURCES” PROCESS		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
Each year, HSSE management programs are integrated into AIMC business plans as part of the KPI process, including the formulation of short and medium term HSSE improvement targets and action plans. HSSE targets are communicated internally to AIMC personnel. Achievement of HSSE targets and action plans is incorporated as appropriate into appraisal and reward processes for AIMC staff and contractors.	GM	
2. DEVELOP PROCEDURES TO MANAGE HSSE RISKS		
OPERATING PROCEDURES		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
All procedures for HSSE critical tasks shall include appropriate HSSE requirements. Documented operating procedures for HSSE critical must be supported by Bow Tie diagrams and this ensure that operating procedures identify hazards that may be present in routine tasks and the controls that must be in place to manage the risks to ALARP.	ASSET MANAGERS SUPERVISORS	
3. ASSET INTEGRITY MANAGEMENT		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
Ensuring asset integrity is a key factor in the avoidance of incidents. Therefore, AIMC must maintain an asset monitoring systems and procedures to ensure that equipment is designed, constructed, operated and maintained in a manner that ensures that it is ‘fit for service’. To ensure the control and effectiveness of the procedures, the following shall be maintained:	ASSET MANAGERS SUPERVISORS	AIMC HSSE PLAN

<ul style="list-style-type: none"> • A register of all assets that require some form of period maintenance, i.e. all forms of periodic inspection, testing, lubrication, replacement of parts, etc.). This register must be updated on the modification, acquisition and/or disposal of any capital items. It must be reviewed annually. • Relevant design, construction and commissioning records for all assets. • Written schemes of examination covering all pressure systems, their fittings, safeguarding and mitigation systems, detailing the types of inspection, testing and maintenance that must be performed and the frequency. • An annual maintenance plan for all HSSE critical equipment. The frequency of the maintenance is based on relevant regulations, the manufacturer's recommendations, the historical performance of the equipment (including risk-based assessments), and an assessment of its criticality to the business. Records of all such assessments shall be available. • Maintenance records for all HSSE critical equipment. • Competence records for company personnel who supervise or perform maintenance activities. • An appraisal process for contractors who carry out maintenance work, with documented records of such appraisals. 		
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4. APPLY THE MANAGEMENT OF CHANGE PROCESS

MANAGEMENT OF CHANGE

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>The Management of Change (MoC) process has the objective of managing changes that may affect HSSE performance, product quality or reliability, e.g. changes to assets (plant), operating procedures, business activities, organization, etc., whether the change is temporary or permanent. Application of the process may trigger other specific HEMP processes described elsewhere in this section.</p>	<p>LINE MANAGERS</p>	<p>AIMC MOC PROC</p>

5. PLAN AND PREPARE FOR EMERGENCY RESPONSE

EMERGENCY RESPONSE

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>Emergency response of AIMC must be aligned with the local Emergency Response manual of the specific Shell Terminal. As appropriate for its local activities, an incident management system is maintained, typically comprising:</p> <ul style="list-style-type: none"> • emergency response teams with defined roles and accountabilities and associated rosters; • emergency response plans and procedures for Emergency Incident scenarios; • arrangements for medical emergency response; • an emergency notification and response process; • suitably-equipped emergency response centers; • arrangements for coordination with relevant authorities and industry groups including mutual aid groups that provide support during emergencies. <p>At least one exercise must be held per year in order to test the effectiveness of each emergency response plan.</p>	<p>ASSET MANAGERS SUPERVISOR</p>	<p>SHELL TERMINAL EMERGENCY RESPONSE PLANS</p>

SHIPPING EMERGENCIES

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>In case of a marine emergency, e.g. collision, cargo loss or bunker/oil spill or any other incident that might affect the normal operations of a SAFE sized vessel where there is Shell involvement, the response is coordinated with the Terminal Emergency Command</p>	<p>SUPPLY MANAGER</p>	<p>SHELL TERMINAL EMERGENCY RESPONSE PLANS</p>

BUSINESS DISRUPTIONS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>During Crisis, such as contagions, legal, absenteeism, strikes, injury/death etc. AIMC recognizes the need to ensure continuity of service to its principal. Hence AIMC has developed a Business Continuity Plan to cover skill and competency replacement to ensure the continuity of the business.</p>	<p>GM</p>	<p>AIMC BUSINESS CONTINUITY PLAN</p>

6. MANAGEMENT OF HSSE-MS DOCUMENTATION

DOCUMENT CONTROL PROCESS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
Every document that forms part of this HSSE-MS	GM SO	HSSE-MS

ELEMENT 6 – IMPLEMENTATION, MONITORING AND REPORTING

Main requirements

AIMC HSSE Management System Manual – Implement section:

The Manager is responsible to

- Establish individual roles for executing HSSE Plans and implementing Procedures.
- Establish controls to check compliance with HSSE requirements.

AIMC HSSE Management System Manual – Performance Monitoring and Reporting section:

Businesses must:

- Report data as specified by management to the required timetable, using the definition, scope, unit and method for each Parameter described.
- Verify that data quality controls are in place to ensure that the data are accurate and complete

AIMC HSSE Management System Manual – Incident Investigation and Learning section:

The Manager is responsible to

- Establish and maintain procedures for incident reporting, notification, investigation, review and learning. Business Leaders are accountable to:
- Learn from significant incidents and high potential incidents through communication and implementation of required actions

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. ESTABLISH INDIVIDUAL ROLES FOR IMPLEMENTING PLANS AND PROCEDURES

2. MONITOR AND REPORT HSSE PERFORMANCE

AIMC HSSE PERFORMANCE REPORTING REQUIREMENTS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
In order to achieve its HSSE objectives, AIMC requires that certain HSSE performance parameters be reported centrally. These parameters must be reported by AIMC Line Managers and personnel to MANAGEMENT. This requirement is limited to three parameters: Number of Near Misses, Number of Potential Incidents and Incidents	LINE MANAGER GM	

3. CLASSIFY, INVESTIGATE, ANALYZE AND LEARN FROM INCIDENTS

INCIDENT INVESTIGATION AND LEARNING

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>The complete process for the notification, investigation, review, sharing of learnings and tracking of remedial action plans for all incidents found in the AIMC Incident Investigation and Learning Manual.</p> <p>It is imperative that incidents are notified to Shell TM and to AIMC Management through text or call within an hour of the incident. An initial written report must be submitted within 24 hours of the incident to AIMC management. AIMC will then make a formal report to Shell using the AIMC Incident Notification Form. If required, AIMC may also analyze incident learning using the Beta and tripod analysis</p>	GM LINE MANAGER	<p>AIMC INCIDENT INVESTIGATION & LEARNING MANUAL</p> <p>AIMC INCIDENT NOTIFICATION FORM</p>

ELEMENT 7 – ASSURANCE

Main requirements

AIMC HSSE Management System Manual – Assurance section:

The President is accountable to:

- Establish, maintain and execute Business Targets the

Site Supervisor is accountable to:

- Establish, maintain and execute HSSE Self-Assessments

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. ESTABLISH, MAINTAIN AND EXECUTE SELF-ASSESSMENT

HSSE ASSURANCE PRODUCTS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
<p>In addition to the Local HSSE Self-Assessments, various other types of local audit shall be performed according to the scope of local business activities:</p> <ul style="list-style-type: none"> • Unsafe Act and Condition Audits To be conducted at least weekly at all operational sites • Management Walk About Report (MWAR) – To be conducted during management visits at least annually in order to provide assurance of HSSE standards in the work environment and the awareness and compliance of terminal personnel • Personnel Competency Assessments – Assessments of staff competency for the described Job. This assessment is implemented annually and is a score-based assessment. It captures the gaps in the skills of the individual which in turn helps management determine the skill training plan for the individual • Drug & Alcohol Random Test – This test is at least annually and in random to determine any chemical abuses of its staff 	<p>LINE MANAGER</p> <p>SUPERVISOR</p>	<p>AIMC HSE ANNUAL PLAN</p> <p>MWAR</p> <p>PERSONNEL COMPETENCY ASSESSMENT</p>

2. IMPLEMENT CORRECTIVE ACTIONS

CORRECTIVE ACTIONS

DESCRIPTION	RESPONSIBILITIES	REFERENCE
Remedial action plans from HSSE Audits, shall be loaded into the AIMC action tracking system. The Management shall track implementation on a monthly basis.	GM LINE MANAGER	RAP

ELEMENT 8 – MANAGEMENT REVIEW

Main requirements

AIMC HSSE Management System Manual – Management Review section:

The owner of the HSSE Management System is responsible to:

- Review the HSSE management system and its individual elements at least once a year and document the results
- Assess the effectiveness and adequacy of the management system in delivering the policy and objectives and in driving continual improvement
- Assess the suitability of the management system
- Define and plan any improvements required for objectives and the management system

PROCESSES AND ACTIVITIES TO MEET REQUIREMENTS

1. REVIEW THE EFFECTIVENESS OF THE HSSE MS

MANAGEMENT REVIEW		
DESCRIPTION	RESPONSIBILITIES	REFERENCE
On an annual basis, the GM reviews the effectiveness of this HSSE-MS and associated HSSE management processes along with the HSSE performance of the business. As a minimum, an annual, minute, review takes place. Information to support this review may come from many sources from HSSE performance data and from the investigation of and Significant and High Potential Incidents that have occurred. It also includes consideration of any changes to Shell's level HSSE risks and the measures necessary to manage these risks. The conclusions of each such review are minutes. Any remedial actions arising from the annual review of this HSSE-MS shall be loaded into the AIMC action tracking system.	GM SO	