

PROVISION OF ZERO-MAN ENTRY & AUTO-TANK CLEANING & SLUDGE REMOVAL,
TREATMENT & MANAGEMENT SERVICES AT SELECTED RENAISSANCE FACILITIES

(RENAISSANCE Contract / Tender No.: CW-68582 / CW-515913)

DOCUMENT TITLE: COMPANY HEALTH, SAFETY & ENVIRONMENT PLAN (HSEP)



00	14/06/2024	Issued for Bid	NEJ	MI	GW
01	30/06/2026	Issued for Pre-Bid & Mob	NEJ	MI	GW
REV	DATE	ISSUE PURPOSE	ORIG	CHK	APPR
APPROVED BY: Engr. Norton Ned Jessup, P. E. SWDA COO / ED & Project Director  DATE: 1st July, 2026			COMPANY APPROVAL: DATE:		
Document Control No.		RENAISSANCE-CW-68582 / SWDA-2026-RAEC-001-06			

SWDA HEALTH, SAFETY & ENV. PLAN - TABLE OF CONTENTS (TOC)

<u>SECTION DESCRIPTION</u>	<u>PAGE NO.:</u>
1.0 INTRODUCTION TO SWDA's HEALTH, SAFETY & ENV. PLAN (HSEP)	3
1.1 Purpose of SWDA's Health, Safety & Env. Plan (HSEP)	3
2.0 SUMMARISED PROJECT SCOPE OF WORK (SOW)	4
2.1 Summary of Project Scope of Work (SOW)	4
2.2 Summary of Tanks to be Cleaned	4
2.3 Summary of Waste Management Services to be Performed	5
3.0 SWDA's HSE RISK MANAGEMENT PROCESS & MITIGATION MEASURES	6
3.1 HSE Hazard Identification (HI) & Risk Assessment (RA) Procedures	6
3.2 Key HSE Risk Management Responsibilities	6
3.3 Review of HSE Hazard Assessment	7
3.4 Emergency Control of HSE Hazards	8
3.5 Certification of HSE Hazard Assessments	8
3.6 Job HSE Safety / Hazard Analysis (JS/HA) Procedures	8
3.7 Site-Specific HSE Plan (SS-HSEP)	9
4.0 SWDA's HSE MANAGEMENT SYSTEM (HSE-MS)	9
4.1 HSE-MS System Mgmt., Leadership, Commitment & Accountability	11
4.2 HSE Policy & Strategic Objectives	11
4.3 HSE Organization, Responsibilities, Resources, Standards & Documents	12
4.4 HSE-MS System – Hazard & Effects Management Process (HEMP)	17
4.5 HSE Planning & Procedures	22
4.6 HSE Implementation & Monitoring	25
4.7 HSE Audits & Procedures	28
4.8 HSE-MS System Review Procedures	29
4.9 SWDA's – HSE Policy Statements	30
FIGURE 1 – SWDA - Renaissance Tank Cleaning Project Organogram	57
FIGURE 2 – SWDA Renaissance Tank Cleaning Project Subcontractor Organogram	58
TABLE 1 – Renaissance – Tank Cleaning Project – Summary of Tank & Contents List ...	59
TABLE 2 – Renaissance – Tank Cleaning Project – Summary of Equipment List	60
TABLE 3 – Renaissance – Tank Cleaning Project – Summary of Consumables List	62
TABLE 4 – Renaissance – Tank Cleaning Project – Summary of Personnel List	63
ATTACHMENT 1 – SWDA – Project – Job Hazard & Safety Analysis (JHSA)	64
ATTACHMENT 2 – SWDA – Project Safe & Unsafe Gas Levels	86
ATTACHMENT 3 – SWDA – Project Safety & Warning Signs	88
ATTACHMENT 4 – SWDA – HSE Performance Statistics – 2023, 2024 & 2025	105
ATTACHMENT 5 – SWDA – On-Site 1st Aid Box Administration Registry	107
ATTACHMENT 6 – SWDA – First Rivers Hospital Medical Retainership Agreement	108
ATTACHMENT 7 – SWDA – First Rivers Hospital – Emergency Route Map	109

Project HSE Plan - For Zero-Man Entry Auto-Tank Cleaning Services at Selected Renaissance Facilities

SWDA & RENAISSANCE ATC / NME TANK CLEANING PROJECT – SPECIFIC HEALTH, SAFETY & ENVIRONMENT PLAN (HSEP)

1.0 INTRODUCTION TO SWDA'S HEALTH, SAFETY & ENV. PLAN (HSEP)

South West Design Africa Limited's (**SWDA**) Team has recently been awarded, from Renaissance Africa Energy Company (**RAEC**), an 18-Tank Automatic Tank Cleaning (ATC) & No-Man Entry (**NME**) Tank Cleaning, Sludge Treatment, Oil Recovery & Waste Management Project, which shall be performed over the next two (2) to three (3) years at five (5) different locations in Nigeria. **SWDA** has performed many Tank Cleaning & Sludge Management Projects across Nigeria, both on & off-shore, and we have successfully performed various BLABO NME Tank Cleaning Projects across Nigeria as well.

SWDA is a Leader within the Nigerian Oil & Gas Industry, and we strictly follow all Renaissance Health, Safety & Environmental (**HSE**) operational requirements & standards. **SWDA** has prepared this Project Health, Safety & Environmental Management Plan (**HSEP**) in accordance with International HSE Standards & Nigerian regulations, drawing from our experience performing Tank Cleaning Projects with Renaissance and other major Oil Companies. **SWDA** understands that Petroleum Tank Cleaning Projects are hazardous in nature, and we have developed this Project **HSEP** to identify those Hazards & have designed Mitigative Measures to address all Work Hazards & Safety Compliance issues. To that end, **SWDA** has designed our Automatic Tank Cleaning (**ATC**) / No-Man Entry (**NME**) Tank Cleaning Systems in accordance with all Int'l HSE Standards, and this BLABO System is the Safest & most efficient Tank Cleaning System in the World. **SWDA** has taken time to develop this **HSEP** in order to ensure that we follow all appropriate HSE requirements and activities to ensure a safe & successful Project conclusion.

1.1 Purpose of SWDA'S Health, Safety & Environment Plan (HSEP)

Based upon a detailed review of the Tank Cleaning Project Scope of Work (**SOW**), **SWDA** has prepared this Project Health, Safety & Environmental Management Plan (**HSEP**) to ensure that **SWDA** shall follow all the Renaissance Int'l & Nigerian regulatory guidelines & requirements for this ATC / NME Tank Cleaning, Sludge Treatment, Oil Recovery & Waste Management Project. The purpose of this **HSEP** is to provide a framework and guidance for our Team to follow before, during & after Project Mobilization to ensure that we perform a Safe and well-documented Tank Cleaning Project for **Renaissance**, and avoid any uncertain activities by following our Risk Management (**RM**) and Job Hazard & Safety Analyses (**JH&SA**) prepared specifically for this Project.

SWDA shall gather all the requisite Tank Cleaning HSE & Personal Protective Equipment (**PPE**) & Consumables for **Renaissance's** mandatory Pre-Mob Inspection at our Kidney Island Warehouse in Port Harcourt, and we shall provide all the requisite Personnel CVs, Certificates & Permits necessary for Mobilization Approval. Once Mobilized to our 1st Tank Cleaning site, **SWDA** shall strictly follow all the HSE requirements and guidance as detailed within this Project-specific **HSEP**.

2.0 SUMMARIZED PROJECT SCOPE OF WORK (SOW)

The Scope of Work (**SOW**) for this **Renaissance** ATC / NME Tank Cleaning, Sludge Treatment, Oil Recovery & Waste Management Project is based upon the Tender ITT Documents, and is summarized below. This Project shall be executed in accordance with all **Renaissance** HSE requirements, guidelines & standards, in line with international industry standards, to achieve the Project objectives.

As one can see within the Project **SOW**, the first Task includes the preparation of these various Project Work Plans, and to perform a mandatory Project HSE Equipment, Consumables & Personnel Pre-Mobilization Inspection to gain **Renaissance** approval for full Project Mobilization & commencement. This Health, Safety & Environmental Management Plan (**HSEP**) is also provided as guidance for the requisite HSE procedures to be followed during this Project, and to avoid any miscommunications with our Client about who or what shall be mobilized to the Project sites. **SWDA** provides the following Project **SOW** Summary to identify how we shall perform the requisite HSE provisions for the proper implementation of this Project to achieve a successful Project result.

2.1 Summary of Project Scope of Work (SOW)

Based upon the Instructions To Tenderers (**ITT**) Documents within the **RENAISSANCE** Tender No.: CW-515913, **SWDA** describes the prescribed Project Scope of Work (**SOW**) to include the following Main Tasks to be performed to successfully prepare, clean, de-sludge & properly manage all Project-derived Oily Wastes during this Tank Cleaning Project, as follows:

- Preparation of Pre-Mob Work Plans (**HSE, HAZID, PIP, QA / QC, WMP, Pre-Mob Inspection Test Plan, Security Plan, Community Engagement Plan & Journey Mgmt. Plans**) & Renaissance Pre-Mob Inspections & approval of requisite personnel & equipment for Project Mobilization;
- Land & Marine Mobilization of Renaissance pre-mobbed personnel, equipment & materials and initial Tank Site set-up activities;
- Implementation of all pipe connections necessary, removal of Sludge from Tank using zero-man entry & automatic means and perform all Safety Requirements defined by **SWDA** & agreed by **RENAISSANCE** for the process;
- Processing of Sludge & transfer of Oil into **RENAISSANCE**-designated pipeline, transfer of all Oil-impacted sands to **RENAISSANCE**-designated area and disposal of Oil-impacted water into appropriate **RENAISSANCE**-designated location; and,
- De-Mobilization of all personnel & equipment from one Tank Site to another & provision of Final Project Report to **RENAISSANCE** & NUPRC.

2.2 Summary of Project Tanks to be Cleaned

Based upon the **RENAISSANCE** ITT documents, and for the purposes of this **HSEP** Plan, **SWDA** has developed the below-attached **Table 1** to summarise the known and assumed (**Sludge 1.0 Meter [M] Depth per Tank**) Tank particulars, which shall guide the Project & Waste Management arrangements per Tank Site, as modified by the Pre-Mob Tank Site Inspection data:

- Eighteen (**18**) Tanks are included within the Tank Cleaning Scope of Work (**SOW**) – Situated at five (**5**) Nigerian Renaissance Facility locations (Bonny – 8 Tanks, Forcados – 8 Tanks, Gbaran – 1 Tank and Soku – 1 Tank);
- Eight (**8**) Crude Oil Storage Tanks (**COTs**) & ten (**10**) Process Tanks (**PTs**) are included, with nine (**9**) Floating-Roofs & eleven (**9**) Fixed-Roofs, ranging in Size from **1,060-M³** to **104,707-M³** (See attached below **Table 1 – Tank & Contents Particulars**); and,
- No actual sludge depth or consistency data was provided by Renaissance, so for costing & planning purposes, **SWDA** has estimated a 1.0 Meter (**M**) depth of Sludge per Tank, and all SPDC Tank data & **SWDA** assumptions indicate a total estimated Sludge Volume of approximately **41,037-M³** or up to **51,101 Tons** of Sludge to be cleaned & all recovered Oil returned to Renaissance.

2.3 Summary of Project Waste Management Services

In accordance with the Renaissance-provided Scope of Work (**SOW**), designated as the “**Zero-Man Entry & Auto-Tank Cleaning (ATC) NME System**”, complete with Sludge collection by suction systems, sludge rinsing & Oil recovery and waste management services shall be minimized; however, **SWDA** shall still be held responsible for proper HSE & Waste Management Services during the implementation of this Tank Cleaning Project. Therefore, Oily Wastes shall be properly & methodically collected, treated, managed & safely distributed to Renaissance-designated locations, as follows:

- The residual Sludge within each Tank to be cleaned, shall be recovered through the ATC Suction Module (**M1**), shall pass through an Oil separation phase within the ATC Separation Module (**M2**), the remaining Sands shall be collected & all Oil shall be collected within the ATC Skimming Module (**M4**) and recovered;
- If the residual Sludge is unpumpable, then Renaissance shall provide “**Cutter Stock**” to be added to the Tank Sludge through the ATC Recirculation Module (**M3**) to enable steady Sludge flow through the ATC Suction Module (**M1**) with agitation by means of the “**Single Nozzle Sprayers - SNSs**” mounted on the Tank’s Roof;
- Tank Rinse / Wash Water shall be routed into the Tank Sludge through the ATC Recirculation Module (**M3**) & the series of Spray Nozzles, and the Oil shall be recovered through the ATC Skimming Module (**M4**), and once each Tank rinsing is complete, the final Rinse Water is treated on-site & disposed at the Renaissance-designated location;
- Sands rinsed out of the Oily Sludge shall be recovered through the ATC Tri-Decanter & high-speed Centrifuge, and shall be contained within 1-tonne woven bags and/or 2.5-M³ Waste Skips, which shall be periodically transported in bulk for disposal at Renaissance-designated locations; and,
- All Recovered Oil from the ATC Skimming Module (**M4**), shall be properly stored in Renaissance-designated Tanks on-site, until transfer via vacuum trucks delivery to Renaissance-designated pipelines for re-introduction pumping.

3.0 SWDA's HSE RISK MANAGEMENT PROCESS & MITIGATION MEASURES

For the successful completion of the Project with zero fatality, zero injury and incident, **SWDA** shall follow the prescribed Project Targets / KPIs, analyze the hazards, institute controls and appoint / monitor Responsible Persons (**RP**s), and all shall be captured during the Planning Phase Hazard Analysis and Risk Assessment meetings, which shall be used in the Job Safety Analysis (**See Attachment 1 - Job Hazard Analysis & Risk Assessment at End of Plan**).

Indeed, any Tank Cleaning & Sludge Removal Project embodies many Challenges; therefore, **SWDA** has also developed a Project-specific Hazard Identification (**HI**) & Risk Assessment (**RA**) Plan, as attached in **Attachment 1**. As enumerated below, there are Challenges / Risks identified with this Tank Cleaning Project, and **SWDA** has developed various Mitigation Measures (**MM**) to be employed within the **SOW** to address these Risks, and various **“Risk Mitigation Measures Analyses”** have been developed and are outlined on **Attachment 1**.

3.1 HSE Hazard Identification (HI) & Risk Assessment (RA) Procedures

In order to identify Project Hazards and design Risk Management procedures to ensure safe and efficient operations, **SWDA** has developed the attached Job Hazard Analysis & Risk Assessment Matrix as a guide for project operations. The purpose of this **HI / RA Plan** includes, but is not limited to, the following:

- To perform an Advance Tank, Tank Contents & Site Inspection & Assessment to determine exact Tank particulars (**See assumptions on attached Table 1**).
- To provide guidelines for identifying, assessing and controlling workplace hazards.
- To ensure the potential hazards of new processes and materials are identified before they are introduced into the workplace.
- To identify the jobs / tasks which require a proper Risk Assessment.

3.2 Key HSE Risk Management Responsibilities

As separately-specified within the Project Plans prepared and submitted to Renaissance for this ATC / NME Tank Cleaning Project with respect to the proper performance of this Tank Cleaning & Sludge Management Project, **SWDA** must assess the Work Sites initially and periodically and identify existing or potential hazards before Work begins (**in accordance with SWDA's Permit to Work [PTW] from Renaissance**), as Work is on-going & with a view for future Work to be performed at the various Tank Cleaning Work Sites. The Hazard Identification (**HI**) Process is used for routine and non-routine activities, as well as new processes, changes in operation, products or services as applicable. This HI / RA Process shall be instituted by the Project Team, and the following responsibilities shall be performed in order to implement the HI / RA process.

The **SWDA** Site Safety Manager (**SSM**) shall conduct a Baseline Work-site Hazard Assessment (**BWHA**) which is a formal process in place to identify the various tasks that are to be performed and the identified potential HSE hazards. The results are included in a Report of the results of the HSE Hazard Assessment and the methods used to control or eliminate the hazards shall be identified. The HSE Hazard Assessment Report must be signed & dated by the appropriate **SWDA**-Authorized Representative. A specific **HI & RA Matrix** for this RAEC 20-Tank BLABO & NME Tank Cleaning, Sludge Treatment & Waste Management Project, complete with Risk Mitigative Measures, is attached as **Attachment 1** below.

Inputs into the Baseline Hazard Identification (**BHI**) include, but are not limited to:

- Scope of Work (**SOW**) Review;
- Initial Tank & Tank Contents Assessment;
- Legal and other requirements;
- Previous incidents and non-conformances;
- Sources of energy, contaminants and other environmental conditions that can cause injury; and,
- Walk through of work-site environment.

Hazards identifications (**as examples**) are to include, but not be limited to, the following:

- Working Alone;
- Thermal Exposure;
- Isolation of Energy;
- Hearing Protection;
- Musculo-skeletal Disorders;
- Blood-borne Pathogens;
- Confined Spaces;
- Driving & Transportation of Waste Materials;
- General Safety Precautions;
- And any other established policy or procedure by SWDA; and,
- Any other Site-Specific Work Scope.

SWDA has a formal process for identifying potential hazards. Processes are in place to identify potential hazards by the use of Job Safety & Hazard Analyses (**JS&HAs**), facility-wide or area-specific analysis / inspections. All identified hazards are assessed for Risk and Risk Controls (**See Mitigation Measures – Attachments 1 & 2**), which are assigned within the Work-site Hazard Assessment for that specific hazard.

SWDA's HI / RA Programme provides processes to ensure employees and/or sub-contractors are actively involved in the Hazard Identification (**HI**) Process, and hazards are reviewed with all employees concerned. Employees are trained in the Hazard Identification (**HI**) Process, including the use & care of proper Personal Protective Equipment (**PPE**). Unsafe Hazards must be reported immediately and addressed by the Site Supervisor (**SS**). The Site Supervisor discusses the Work-site Hazard Assessment with employees at the respective work location during the employee's documented orientation.

3.3 Review of HSE Hazard Assessment

Existing Work-site Hazard Identifications are formally reviewed annually or repeated at reasonably practicable intervals to prevent the development of unsafe and unhealthy working conditions and specifically updated when new tasks are to be performed that have not been risk assessed, when a work process or operation changes, before the construction of a new site or when significant additions or alterations to a job site are made.

The respective Supervisor or Project Manager (**PM**) advises the Safety Manager (**SM**) when additional hazards are introduced into the work place in order to revise planning and assessment needs. Hazards are classified and ranked based on severity. The program identifies hazards which are classified / prioritized and addressed based on the risk associated with the task.

The following describes how Identified Hazards are addressed and mitigated by Risk Controls:

- Risk-assessed Hazards are compiled with and addressed and mitigated through dedicated assignment, appropriate documentation of completion and implemented controls methods, including engineering or administrative controls, and PPE required into the Worksite Hazard Assessment of the Site-Specific HSE Plan (**See separately prepared SSHSEP**). No work will begin before the work-site assessment is completed. Additionally, no Risk assessed as Significant (**Level III**) or High (**Level IV - Intolerable**), shall be performed without various Mitigative Measures performed, lowering the Risk Category to **Level II - Tolerable**.
- If an existing or potential Hazard to workers is identified during a Hazard Assessment, **SWDA** must take measures to eliminate the hazard, or if elimination is not reasonably practicable, control the Hazard. If reasonably practicable, **SWDA** must eliminate or control a hazard through the use of engineering controls. If a Hazard cannot be adequately controlled using engineering controls, **SWDA** must use administrative controls that control the Hazard to a level as low as reasonably achievable. If the Hazard cannot be adequately controlled using engineering and/or administrative controls, **SWDA** must ensure that the appropriate Personal Protective Equipment (**PPE**) is used by workers affected by the Hazard. **SWDA** may use a combination of engineering controls, administrative controls and Personal Protective Equipment, if there is a greater level of worker safety because a combination is used.

3.4 Emergency Control of HSE Hazards

Only those employees competent in correcting emergency controls of Hazards may be exposed to the HSE Hazard, and only the minimum number of competent employees may be exposed during Hazard Emergency Control activities. An Example is a gas leak in a building. Only those personnel with training on fire safety, gas supply shut-off and other related controls will attempt to resolve the emergency control of a Hazard. **SWDA** will make every possible effort to control the HSE Hazard while the condition is being corrected or under the supervision of Client Emergency Response Personnel in every emergency.

3.5 Certification of HSE Hazard Assessment

The **SWDA** Safety Manager (**SM**) completes and signs the Certification of Hazard Assessment for the Work-site HSE Hazard Assessment (**also see PPE Programme**) and includes it within the Site-Specific HSE Plan (**SSHSEP**). HSE Hazard Assessments are reviewed at beginning of Job, periodically throughout the performance of the Job & annually and updated when new tasks are to be performed that have not been previously Risk-assessed.

3.6 Job HSE Safety / Hazard Analysis (JS/HA)

For those jobs with the highest injury or illness rates, jobs that are new to our operation, jobs that have undergone major changes in processes and procedures or jobs complex enough to require written instructions shall have a Job Safety & Hazard Analysis (**JS / HA**) performed. The **JS / HA** is identical to the attached Risk Mgmt. Matrix (**RMM**), and shall be available from the **SWDA** Safety Manager (**SM**) on-site.

3.7 Site-Specific HSE Plan (SSHSEP)

Each work location shall have a Site-Specific HSE Plan (**SSHSEP**), attached to the Overall Project Health Safety & Environment Plan (**HSEP**). Each employee reporting to a location shall receive a documented orientation from an **SWDA** Supervisor, which shall include the SSHSEP for that site. The SSHSEP contains the **SWDA** Health and Safety Policy (**HSP**), site-specific safety requirements as well as a PPE matrix and a signed Site-Specific Work-site Hazard Assessment for that location, which **SWDA** has a responsibility to provide to all Project Crew members.

3.8 The Hazard Assessment Programme - Review Process

The **SWDA** Hazard Assessment Programme (**HAP**) will be reviewed to ensure that no new Hazards are derived from the corrective measures. The review shall include a management of change consideration as well. The **SWDA** Safety Committee shall be involved in the review process as well. As evidenced by **SWDA's** HSE - Safety Performance Statistics for the Years of 2023, 2024 & 2025, which clearly indicates that **SWDA** takes Health & Safety as a Cornerstone within its Business Implementation Plans, and the results are clear (**See Attachment 2**).

4.0 SWDA's HEALTH, SAFETY & ENVIRONMENTAL MANAGEMENT SYSTEM

The **SWDA** HSE Management System (**HSE-MS**) defines the principles by which we conduct our operations with regards to health, safety and the environment. All management communicates the HSE philosophy to all employees, customers, contractors and third parties associated with our business, and each **SWDA** organization must provide positive evidence of conformance to the HSE-MS System in its day-to-day business. This HSE-MS Plan is prepared specifically for this Renaissance ATC / NME Tank Cleaning, Sludge Treatment, Oil Recovery & Waste Management Project, located at five (5) separate locations in Nigeria, and these HSE Provisions shall be strictly complied with under this Project.

The **SWDA** HSE Management System - Oil and Gas Industry Standard Model comprises eight (8) inter-related components:

- 1) Management Leadership and Commitment;
- 2) Policy and Strategic Objectives;
- 3) Organisation, Responsibilities, Resources, Standards and Documentation;
- 4) Hazards and Effects Management;
- 5) Planning and Procedures;
- 6) Implementation and Performance Monitoring;
- 7) Audit Procedures; and,
- 8) Review Process.

These **SWDA** HSE – Management System components are continuously improved by conformance checks on day-to-day standards and procedures (**Controls**), by the HSE - Management System (**Corrections**) and through modifications to the HSE - Management System (**Improvements**).

Glossary of Terms

SWDA	South West Design Africa Limited
HSE-MS	Health, Safety & Environmental Management System
CEO	Chief Executive Officer
COO	Chief Operations Officer
HEMP	Hazard and Effect Management Process

SWDA – HSE MANAGEMENT SYSTEM (HSE-MS) PROCESS



4.1 HSE-MS System Management Leadership, Commitment & Accountability

4.1.1 Management Leadership and Commitment

SWDA's Management is required to lead all aspects of HSE Management by committing to positive actions in all operations, and demonstrating to employees and contractors working for the company their personal leadership. Management establishes policy, provides perspective, sets expectations and provides the resources for successful operations. HSE leadership and commitment starts at the top and is visible in all activities at all times.

SWDA ensures that employees delegated with the responsibility to lead others are qualified and experienced enough to make the right decisions, oversee operations and ensure targets are responsibly met. The Board defines policies which are committed to. These are carried out by the Chief Executive Officer or CEO. Managers organise and coordinate business activities in order to achieve defined strategic and agreed local objectives.

SWDA Leaders are required to step up in times of crisis, they are able to think and act creatively in difficult situations and lead by example. Management leads a group of people or organizations to success by:

- Establishing a clear vision for the working group;
- Sharing that vision with others so that they will follow willingly;
- Providing information, methods and resources to realize that vision; and,
- Coordinating and balancing conflicting interests of all members and stakeholders.

4.1.2 HSE Accountability

This is requiring **SWDA** management, company individuals and contractors to account for their HSE-related actions, accept responsibility for them and to disclose the results in a transparent manner.

4.2 HSE Policy & Strategic Objectives

4.2.1 HSE Policy

SWDA's HSE Policy requires the company to follow a systematic approach to HSE Management and is designed to ensure compliance with the law and to achieve continuous performance improvement. The HSE Management System accompanying the Policy describes the elements of an HSE-MS System and the minimum requirements in each element or heading.

An HSE Management System facilitates the management of HSE hazards and effects associated with the business of the organisation. This includes the organisational structure, planning activities, responsibilities, standards, documentation and resources for developing, implementing, achieving, reviewing and maintaining the organisation's HSE Policy and meeting its stated objectives.

The system concentrates on critical activities and should ensure that they are properly controlled and that measurements are made and reported so as to enable monitoring of overall performance and identification of areas for improvement. Management systems shall provide a structured process for the achievement of continual improvement, the rate of that is generally set by the organisation itself taking into account client and parent company requirements.

An HSE-MS System will bring improvement in HSE performance in the longer term, but only after the company is 'working and improving the system'. This requires time for behavioral and attitudinal changes to support compliance with a system.

4.2.2 Strategic Objectives

A systematic risk-based approach to the management of HSE is in place as an integral part of business planning, with HSE goals, objectives and targets established and measured. A philosophy of continual improvement is applied to HSE.

4.2.3 Performance Requirements

Business planning activities at all levels of South West Design Africa Limited include HSE considerations. On an annual basis, **SWDA** sets company-wide HSE goals, objectives and targets consistent with the HSE Policy and HSE Management System to drive performance improvement. These goals, objectives and targets are linked to leading and lagging indicators that are measurable, documented, communicated and reviewed. Business Units set annual targets that support the achievement of **SWDA** company-wide targets and take into account significant risks, legal and other compliance requirements and the interests of relevant stakeholders.

Managers, team and individual Key Performance Indicators (**KPIs**) are set by **SWDA** that support the achievement of Company and Business Unit targets. These KPIs are assessed as part of reward schemes and individual performance evaluation. HSE Action Plans are established which include clearly designated responsibilities, time-frames, resources and actions to achieve goals, objectives and targets. HSE risks are considered in the development of goals, objectives and targets in HSE Action Plans. Systems are established to periodically monitor and report the implementation of these goals, objectives and targets including the tracking of KPIs. Where conflicts exist between HSE goals, objectives and targets and other business goals, objectives and targets, the resolution is consistent with the requirements of these HSE Standards.

4.3 HSE Organisation, Responsibilities, Resources, Standards & Documents

4.3.1 HSE Organisation

The HSE organisation and resources shall be adequate for its purpose. Responsibilities at all levels shall be clearly described, communicated and understood. Staff shall be developed following structured competency assessment and training systems.

The HSE organisational structure, roles, responsibilities, authorities, accountabilities and interrelations (e.g. partners, contractors & regulators) necessary to implement the HSE-MS System shall be defined, documented, communicated and reviewed at regular intervals.

The management of the HSE organisation shall appoint (a) management representative (s) who shall have clearly defined roles, responsibilities, authority and resources for ensuring that HSE-MS requirements are established, implemented and maintained in all locations and spheres of operation within the HSE organisation.

The Management Representative shall be accountable to senior management and should have sufficient knowledge of the company and its activities, and of HSE issues, with sufficient authority to undertake the role effectively. They shall regularly report on the performance of the HSE-MS to top management for review and as a basis for improvement. They shall ensure the implementation of the HSE-MS System in accordance with these Guidelines.

All HSE Critical Activities shall be identified and recorded in the HSE Plan for each applicable project site. Responsibilities shall be assigned to every HSE critical activity and inputs and outputs necessary for its control recorded. Performance standards and mechanisms for verification shall also be in place.

Employee (company and contractors) competencies for HSE critical activities shall be defined and responsibilities and requirements associated with the control of the activities understood by the employee. HSE responsibilities shall be updated and revised in conjunction with employees (company and contractor).

4.3.2 HSE Responsibilities – Management Representatives & HSE Advisors

The **SWDA** Management Representative for HSE (or) HSE Advisor shall have direct access to top / senior **SWDA** Management. Management Reps or HSE Advisors shall be HSE competent persons who meet the relevant regulatory and professional requirements to be able to provide professional HSE advice to the line.

Management Representatives or HSE Advisors can be the custodian of the HSE-MS, but shall not be responsible for the management of HSE critical activities. This is the responsibility of the line. Management Reps or HSE Advisors are responsible for the quality and timeliness of HSE advice.

Management Representatives or HSE Advisors shall monitor and communicate information on HSE issues (**SWDA**, national and international, legal requirements and stakeholder concerns) and best practice from internal and external sources. Management Representatives or HSE Advisors shall collate HSE performance reports and maintain HSE performance data for internal use, including input to the review by top management and co-ordinate the preparation and verification of the annual HSE Report.

Management Representatives or HSE Advisors shall maintain an independent schedule of HSE audits / inspections and participate in the review of findings from all audits / inspections / incident investigations.

4.3.3 HSE Resources

Senior **SWDA** Management shall ensure that sufficient resources are available to ensure the effective operation of the HSE-MS System and effective management of risks. This shall include resources available for:

- Prompt rectification of HSE–related deficiencies identified by the company or regulators;
- On-going verification that HSE Critical systems function in accordance with the design intent and objectives;
- On-going HSE training to maintain and enhance competencies;
- High-calibre line staff to be posted in HSE functions; and,
- Staffing HSE Critical Activities as specified.

Current resourcing levels shall be sufficient to meet the requirements for staffing all HSE critical roles and shall be regularly reviewed. Procedures shall ensure that any changes in resource level do not increase HSE risk, e.g. leave rotations shall ensure resourcing does not drop to a level that will compromise HSE Critical Activities.

4.3.4 HSE Standards and Documents

A system shall be in place for the management and control of documents in paper and/or electronic format. This shall include formal administration, custodianship for technical correctness and communication of correct use. There shall be a manual that describes an HSE-MS compliant with the guidance contained in this document and international standards. This information shall be accessible to employees and contractors in the most effective format. The HSE Manual shall be updated and upgraded in line with requirements for continuous improvement.

The function of the HSE Manual is to describe or reference the processes, documents and standards used to manage HSE and assist employees and contractors in understanding how the company will meet the objectives of the HSE Policy.

The HSE-MS may be described in different ways but typically is done in a 4-part HSE Manual as follows:

- **Part 1: Management System Elements** (as described in this Guideline) - A description of the management system under the same headings as this Guideline.
- **Part 2: HSE Management System Activities Catalogue** - A catalogue of HSE Critical Activities and the specification of these activities and their associated tasks.
- **Part 3: References, Documents, Codes and Standards** - A list of all the documents and standards referred to in Parts 1 and 2 with details.
- **Part 4: HSE Hazards, Effects and Aspects** - A register of the significant HSE hazards, effects and aspects.

These parts are described in more detail in **ATTACHMENT 1**.

4.3.5 HSE Standards Alignment

The HSE Management standards are aligned with the requirements of Company HSE Policy and recognised international and national standards including ISO 14001, OHSA 18001, ISO 31000 and AS 4801 and support the Company in its efforts to comply with legal obligations regarding HSE. The objectives of the standards are to:

- 1) Set and formalise HSE expectations for the progressive development and implementation of more specific requirements within **SWDA**;
- 2) Provide auditable criteria against which the HSE Management System can be measured; and,
- 3) Provide a basis from which to drive continual improvement.

The HSE Management Standards mandate what must be achieved rather than how to achieve it. Therefore, **SWDA** has the flexibility to meet the requirements of the standards in a way which best suits their own business while maintaining consistency of approach across the company. The system also provides mechanisms for assurance of diligence, so that in the event of a failure, it can be demonstrated that all reasonable and foreseeable steps have been taken to avoid the failure. The specific Standards for evaluation include, but are not limited to, the following:

1. Health & Safety Standards

The HSE Management Standards outline requirements in the areas of HSE and Community with the aim to:

- Protect, promote and improve the health and wellbeing of **SWDA** employees.
- Minimise and manage occupational exposures to all personnel.
- Minimise adverse impacts of our operations to host communities.
- Provide a work environment where people are able to work safely and understand their rights and obligations towards a safe workplace.
- Promote a rewarding workplace for Employees by encouraging personal development, recognising good performance, valuing teamwork and fostering equality of opportunity.

2. HSE Environment & Community

- Promote the reduction and prevention of pollution, efficient use of resources and energy and biodiversity protection.
- Promote a culture of benefiting and respecting the rights and interest of the Communities in which we operate, consideration of the environmental and social impact of the resources, products and services we use or provide to others and caring about our impact on customers, colleagues, the Community, Environment and shareholders.

3. HSE Competency

All HSE critical activities shall have defined competency levels recorded in the HSE-MS.

- All personnel who perform HSE critical activities are HSE critical staff and require appropriate experience, qualifications and training to ensure their competence to undertake these important risk control measures.
- An HSE competency assurance process should be in place for all HSE critical employees (company and contractor). This shall document the required and actual HSE competence of employees.
- The competency requirements of all HSE critical activities shall be periodically reviewed and improved where possible. The competence of employees shall be reassessed and shortfalls addressed.

4. HSE Plan

The company shall identify and document those critical operations and installations, which require a fully-documented demonstration that risks have been reduced to a level as low as reasonably practicable (**ALARP**) (*Refer to Part 5 and Hazard and Effect Register & Section 4 Hazard and Effects Management*). HSE Plans compliant with regulatory requirements and EP guidelines shall be available for these operations and installations defined as critical. The HSE Plan shall be endorsed by the Asset or Process Owner and by those managing the asset or operation.

The HSE Plan should also accurately reflect the current practice at the location or site and be reviewed as per described HSE Plan review cycles:

- Contractors managing HSE critical activities shall have HSE Plan or equivalent documented demonstration in place.
- The HSE Plan should demonstrate that controls in place reduce risks to ALARP.
- The HSE Plan shall detail activities that must be discontinued or restricted in given circumstances. These circumstances might be when HSE critical equipment is not available, during adverse weather or when particular non-routine hazardous activities are being carried out.

The HSE Plan is typically described in a 7-part document as follows:

1) Part 1 – HSE Management Summary & Introduction

This includes a summary of the Case objectives, the main findings and risks, and a brief introduction to the main document. Sometimes the management summary is extracted as an executive document for easy distribution to senior managers, leaving Part 1 as the Introduction.

2) Part 2 - HSE MS for Facility or Operation

A description of those elements of the HSE - Management System that are directly applicable to the operation or facility.

3) Part 3 – HSE Activities Catalogue

A description of those HSE-critical activities applicable to the operation or facility. This is recorded at a level, which shows that the controls are in place, and that these are suitable and sufficient for the risks addressed.

4) Part 4 - Description of HSE Operation or Asset

A description of the HSE operation or facility, adequate to provide background information to the hazards and effects analysis, to enable a clear understanding of HSE-critical aspects. This will include, for example, safeguarding systems and emergency response capabilities.

5) Part 5 – HSE Hazard & Effects Register

This HSE Hazard & Effects Register contains a demonstration that all hazards and effects have been identified, and the necessary risk evaluation has been carried out and that necessary controls to manage the causes and consequences are in place for those risks identified as significant through a process of ranking. Significant environmental effects* will be included if the case is to be used for compliance with ISO-14001, (*) For ISO 14001, this will include a description of those 'aspects' which result in environmental effects.

Typically, the controls and procedures in place to manage environmental, occupational health and workplace hazards and effects (aspects) which occur across the company are described in one place and referred to from the HSE Plan.

Those responsible on the facility for ensuring that the requisite HSE procedures are followed are identified in the HSE - Management System in Parts 2 & 3 of the HSE Plan.

6) Part 6 – HSE Shortfalls

This summarises any HSE shortfalls identified, with a plan to resolve the findings and thereby improve the HSE operation.

7) Part 7 - Statement of HSE Fitness

The HSE Statement of Fitness explains that the hazards and effects associated with the installation or operation have been evaluated, and measures have been taken to reduce the risks to the lowest level that is reasonably practicable. The HSE Statement of Fitness must affirm that conditions are satisfactory to continue the operation.

4.4 HSE-MS System - Hazard & Effects Management Process (HEMP)

4.4.1 OVERVIEW OF HEMP

The objective of undertaking an effective Hazard & Effects Management Process (**HEMP**) is to ensure that all the hazards involved with a specific operation are identified and evaluated, and the risks associated with these hazards are managed to a level that is deemed 'As Low as Reasonably Practicable (**ALARP**)'.

To reduce a risk to a level which is as low as reasonably practicable involves balancing reduction in risk against the time, trouble difficulty and cost of achieving it. This level represents the point, objectively assessed, at which the time, trouble, difficulty and cost of further reduction measures become unreasonably disproportionate to the additional risk reduction obtained.

Fig. 1: HSE Hazard Ranking

HEMP basically provides a structured approach of ranking hazards into three main categories, as follows:	
Major Hazards	Those hazards that, if realised, could result in consequences of Level 5 for People, Environment and Assets and Level 4 or 5 for Reputation.
Medium Hazards	Those hazards that, if realised, could result in consequences of Level 3 and 4 for People, Environment and Assets and Level 3 for Reputation.
Low Hazards	Those hazards that, if realised, could result in consequences of Level 0, 1 or 2 for People, Environment and Assets and Reputation.

The 'Risk Levels' mentioned in the above definitions relate to the **SWDA** Risk Matrix. A rough guide is given in Fig. 2 below:

Figure 2: HSE Risk Types:

C/R	People (P)	Environment (E)	Reputation (R)	Assets (A)
0	No Injury	No Effect	No Impact	No Damage
1	Slight Injury	Slight Effect	Slight Impact	Slight Damage
2	Minor Injury	Minor Effect	Limited Impact	Minor Damage
3	Major Injury	Localized Effect	Considerable Impact	Localized Damage
4	Single Fatality	Major Effect	National Impact	Major Damage
5	Multiple Fatality	Massive Effect	International Impact	Extensive Damage

C / R Consequence Rating:

The method of evaluating the causes and consequences associated with the 'realisation' of any particular hazard is related to its **Risk Ranking**:

Figure 3: Evaluation Methodology

Risk Ranking	Cause / Consequence Evaluation Methodology
Major Hazard	Thesis 'Bowtie' Analysis (*) + other appropriate techniques (**)
Significant Hazard	Non-Bowtie analysis techniques, as appropriate to the hazard (**)
Routine Hazard	Non-Bowtie analysis techniques, as appropriate to the hazard (**)

Based on the Cause / Consequence analysis, each Hazard is assigned a particular co-ordinate in the Risk Matrix, as seen in the following Figure 4 – Risk Assessment Matrix (RAM):

Fig. 4 - Risk Assessment Matrix (RAM) - In order to determine whether a particular Risk has been reduced to ALARP, apply the criteria using the RISK ASSESSMENT MATRIX below:

CONSEQUENCE					INCREASING ANNUAL FREQUENCY					
Severity rating	People	Assets	Environmental	Reputation	0	A	B	C	D	E
					Not been observed in the Exploration Industry (EI)	Has rarely occurred in the EI	Has occurred several times in the EI	Has occurred in the Operating Company	May occur several times a year in the Operating Company	Will occur routinely in the Operating Company work areas
0	Zero Injury	Zero Damage	Zero Effect	Zero Impact	0	0A	0B	0C	0D	0E
1	Slight injury	Slight Damage	Slight Effect	Slight Impact	10	1A	1B	1C	1D	1E
2	Minor injury	Minor Damage	Minor Effect	Minor Impact	20	2A	2B	2C	2D	2E
3	Major Injury	Local Damage	Local Effect	Considerable Impact	30	3A	3B	3C	3D	3E
4	Single Fatality	Major Damage	Major Effect	Major National Impact	40	4A	4B	4C	4D	4E
5	Multiple Fatalities	Extensive Damage	Massive Effect	Major International Impact	50	5A	5B	5C	5D	5E
Low Risk	Tolerable risk - No further impact reduction measures necessary. Monitor performance and manage for continuous improvement.									
Medium Risk	Compulsory impact reduction required - Risk is tolerable when appropriate control measures have been identified in implemented									
High Risk	Intolerable without detailed justification - Does not satisfy initial screening criteria. Additional risk reduction measures required. Justifiable if in compliance with ALARP principle and individual and societal risk criteria are demonstrated.									

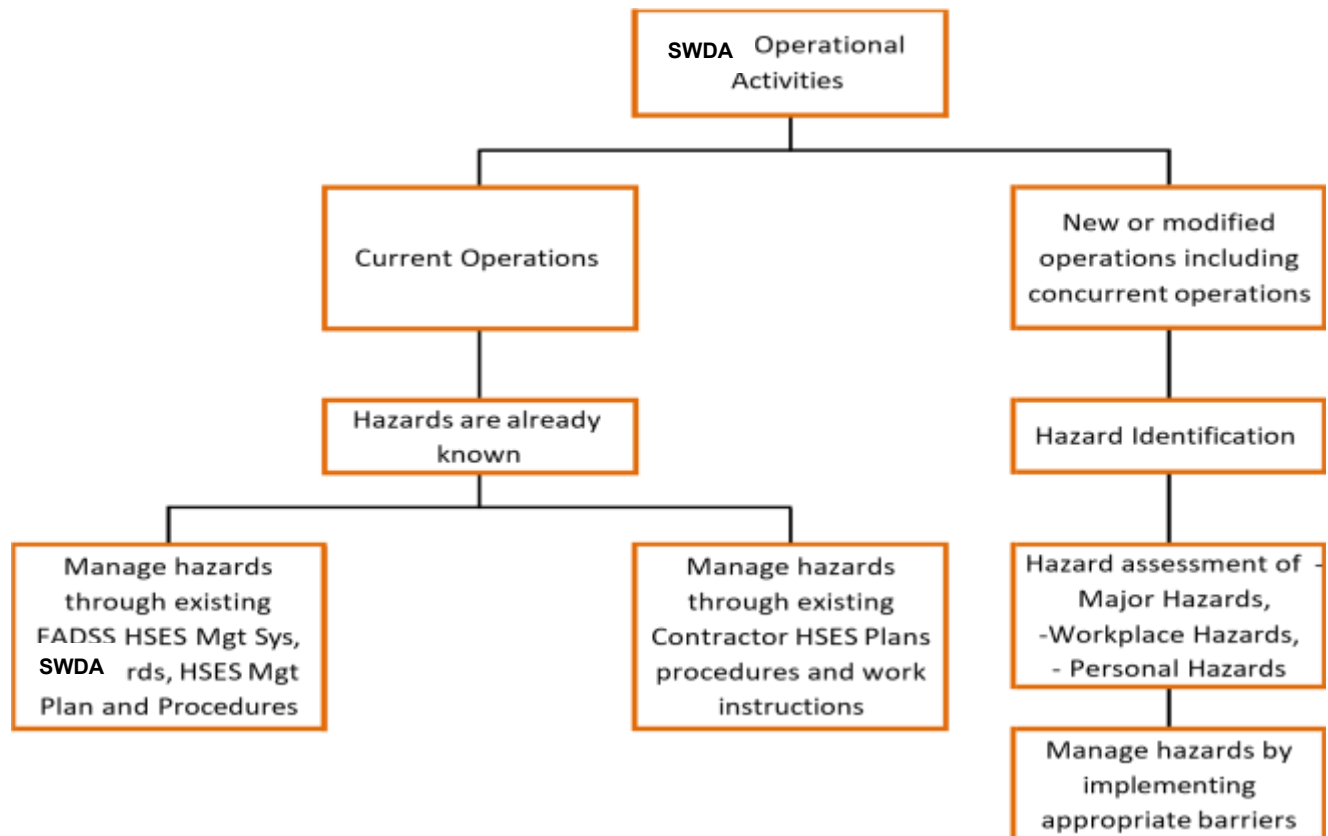
Figure 5: HSE Barriers & Recovery

CONTROLS	INTOLERABLE RISK	TOLERABLE RISK	LOW RISK
Threat Barriers	Minimum of 3 independent effective barriers to be in place for each identified threat.	Minimum of 2 independent effective barriers to be in place for each identified threat.	No acceptance criterion because outside scope of hazard analysis.
Recovery Preparedness Measures	Minimum of 3 independent effective recovery preparedness measures required for	Minimum of 2 independent effective recovery preparedness	

Recovery Preparedness Measures	each identified consequence (Including one to detect automatically occurrence of top event, and one other to prevent automatically further escalation).	measures required for each identified consequence (One to detect occurrence of top event and other to prevent further escalation).	No acceptance criterion because outside scope of hazard analysis.
Escalation Factor Controls	Minimum of 1 independent effective control for each identified escalation factor.	Minimum of 1 independent effective control for each identified escalation factor.	No acceptance criterion because outside scope of hazard analysis.

4.4.2 APPLYING HEMP TO HSE OPERATIONS

The way in which **HEMP** is applied to **SWDA** Operations is shown below:



4.4.3 Current HSE Operations

The HSE Hazards are known and have been assessed in the Operations HSE Plan or the Contractor's HSE Plans; they have been reduced to ALARP; and, are managed on a day-to-day basis by the **SWDA** or the Contractor's HSE-MS's.

4.4.4 HEMP for New or Modified HSE Operations

The HEMP process for new or modified operations (including Concurrent Operations) is essentially:

- Identify the hazards involved;
- Assess the severity of the identified hazards; and,
- Implement appropriate controls to reduce the Risks to ALARP.

The scale of the HEMP is commensurate with the scale of the operation concerned:

New operations that include new facilities or civil works will generally require the preparation of an HSE Plan, with the associated HEMP generally being carried out as part of the design / detailed engineering process.

New operations using existing equipment and existing / new contractors may also require the preparation of a new HSE Case, the revision of an existing HSE Case or, for less complex operations, the preparation of a Job-Specific Risk Assessment (**JSRA**).

The exact HEMP scope will be as set out in the contract documents, but generally the Contractor will be responsible for undertaking the work, and **SWDA** operations will be responsible for over-viewing the adequacy of such work. A range of HEMP techniques may be required, depending on the nature of the operation concerned.

4.4.5 HSE Hazard Management

HSE hazards and risks associated with the company's activities are identified, assessed and managed to prevent or reduce the likelihood and consequence of incidents.

4.4.6 HSE Performance Requirements

SWDA has established a Risk Management Policy. As required under that Policy, HSE risk management is applied to all Activities that **SWDA** controls or significantly influences.

Simply put, Risk is managed by identifying hazards, assessing consequences and probabilities, evaluating risk and implementing preventive and mitigation measures.

Risk Assessments are conducted by competent personnel with the relevant knowledge and experience. Potential health, safety and environmental hazards are identified and recorded for existing operations, products, business developments, acquisitions, modifications, new projects, closures and divestments. This process takes into account risks to personnel, facilities, the public, customers and the Environment. Business Units establish and maintain a Risk register containing identified hazards and risks. Risk Register contents include the risk title and classification, risk causes, consequences, exposure, probability, likelihood, plus existing controls and monitoring or control effectiveness as well as links to HSE Action Plans and the setting of goals, objectives and targets.

Business Units must identify all Critical Activities / tasks that have the potential to result in serious injury to people, serious environmental impact or a Major Accident Event. Critical Controls designed to mitigate the risks of serious injury to people, serious environmental impact or a Major Accident Event include Critical Systems, Critical Equipment and Critical Procedures and must be recorded in the Risk Register.

SWDA maintains an enterprise-wide Risk Register containing those risks escalated from the Business Units plus any additional risks identified at the company and/or Board level. Risk Registers are reviewed at least annually, and following a significant change or Significant Incident to reflect lessons learned and changes. Where Risk cannot be eliminated, control measures are selected and prioritised using the hierarchy of controls and implemented to effectively manage identified Risks. Where Risks identified exceed specified threshold and immediate mitigation is not possible, the level of Risk being tolerated and managed by the Business Unit must be escalated to corporate level and reviewed.

4.4.7 HSE Performance Criteria for Maintaining Controls

Key Performance Indicators (**KPIs**) shall be in place for all HSE-critical activities (**See Attachment 3**). These shall be documented in the specification of the activity together with parties responsible for each indicator. Performance against each indicator shall be monitored and measured routinely. The results shall be trended and reviewed. Procedures for reviewing employee performance shall include HSE performance indicators. Good Team / employee HSE performance shall be rewarded by Team / staff appraisal systems.

4.5 HSE Planning & Procedures

This section addresses the planning of work activities, including the Risk Reduction Measures (selected through the evaluation and risk management process). This includes planning for existing operations, managing changes and developing Emergency Response (**ER**) measures.

4.5.1 HSE Procedure Requirements

Relevant legal and regulatory requirements and voluntary commitments are identified, documented, made accessible, understood and complied with wherever **SWDA** operates. Effective HSE document control systems are in place to ensure clarity of company expectations and to facilitate efficient and accurate information management.

4.5.2 HSE Performance Requirements

HSE-related acts and regulations are maintained and available. Legislative and regulatory requirements (including licenses, permits and approval conditions) and voluntary commitments applicable to specific **SWDA** operations are identified and documented in a Site Register.

Regulatory Registers are reviewed and kept up-to-date and all changes are communicated to all relevant personnel. Where **SWDA** or its Business Units undertake voluntary public commitments in relation to HSE, these commitments are to be regarded and implemented with the same diligence as regulatory requirements.

Wherever possible, legislative and other external requirements are incorporated into the relevant operational procedures to ensure consistent, ongoing compliance with these requirements. Compliance with legal and other requirements is demonstrated, evaluated and reported. Where local legal requirements diverge from these Standards, Activities comply with the more stringent of local legal requirements and these Standards.

In countries where local legislation does not require an adequate level of HSE performance, Activities are conducted in a manner that is consistent with the requirements of these Standards, and relevant international standards, taking into account social and cultural sensitivities. Systems are in place to identify which documents are to be controlled and to ensure that these documents are controlled with current versions readily available. Systems are in place to ensure that HSE records are established, maintained, accurate, legible and identifiable and also to manage the archiving and disposal of HSE records.

HSE records have established retention times, consistent with legal requirements and knowledge preservation, and are assigned to responsible custodians. Employee health, medical and occupational exposure records are maintained and retained as necessary, with appropriate confidentiality in place.

4.5.3 Procedures and Work Instructions

All HSE-critical activities and the supporting tasks shall have written procedures or work instructions in place as necessary. HSE Critical Activities for the Company shall be listed in Part 2 of the HSE-MS. HSE standards and procedures shall be listed in Part 3 of the HSE-MS. The appropriate standards and procedures shall be readily accessible to employees, suppliers and contractors and be written in a way that users will understand. Managers shall ensure that relevant HSE procedures and requirements for their assets are communicated to suppliers and contractors.

A defined process for the development and review of HSE standards, procedures and work instructions shall be in place, which includes employee involvement. This process must ensure that HSE objectives are achieved, best practices are incorporated and legislative requirements are met. There shall be evidence that in addition to the formal review cycle, modifications to standards, procedures and work instructions are initiated by operations personnel and reviewed in light of incidents.

4.5.4 Management of HSE Change

SWDA shall maintain written procedures for the planning and control of all changes (i.e. not only equipment changes but also organisational restructuring), both permanent and temporary, in people, plant, plant controls, processes, and procedures, to assess HSE impact and avoid adverse HSE consequences.

Change control procedures for projects shall document the evaluation and approval process, and the responsibilities and competencies of those involved. Comparative analysis and documentation of the HSE impact of implementing the change as well as the HSE impact of the implemented change shall be an integral part of all change control procedures.

4.5.5 HSE Contingency & Emergency Planning Expectations

South West Design Africa Limited shall document and maintain plans for responding to abnormal situations and potential emergencies. A process shall be in place to identify and document credible medical, operational, and environmental incident scenarios. Contingency and emergency response procedures (including medical, operational and environmental emergencies) shall be developed and maintained to identify responses to incidents and emergency situations and for preventing and mitigating the HSE impacts that may be associated with them.

There shall be a comprehensive & tiered Emergency Response Plan (**ERP**), which shall be integrated with individual site plans and external agencies as appropriate.

This shall be compliant with the relevant legislation and company standards. The ERP Plan shall include:

- Organisation and responsibilities, identification of the incident command structure (command and control personnel);
- Systems and measures for minimising potential HSE effects, e.g. through the mobilisation of support & evacuation procedures;
- Communications to: command and control personnel, emergency services, employees and contractors who may be affected, others likely to be impacted, e.g. local communities; and,
- Requirements for training, emergency drills and assessment.

There shall be a process for addressing the management of crisis in the company. A crisis in this context is a relatively infrequent event that covers any significant disruption to the normal business routine and requires an immediate response from senior management. Emergency Plans shall be periodically tested where practicable.

4.6 HSE Implementation & Monitoring

This section addresses how activities are to be performed and monitored, and how Corrective Actions are to be taken, when necessary.

4.6.1 HSE Procedure Requirement

HSE Performance Targets (**See Attachment 3**) have been set to ensure progression towards the long-term goals of no harm to people and no damage to the environment. Performance indicators shall be established, monitored and results reported in a way that can be externally verified. All HSE incidents and near misses with significant actual or potential consequences shall be thoroughly investigated and reported.

4.6.2 HSE Performance Monitoring

Activities and tasks shall be conducted according to the procedures and work instructions of the Company. The management of the Company shall ensure that there are systems in place to verify that the tasks and activities are carried out in accordance with these procedures and work instructions. The HSE-MS System shall include documented and maintained procedures to monitor the implementation of the HSE-MS (proactive - e.g. progress on close out of audit action items) and HSE performance (reactive statistics - e.g. incidents, deviations) on a regular basis.

HSE Critical Activities with their performance indicators shall be specified in the HSE-MS Manual.

Each critical activity shall be assigned to the correct accountable party who shall monitor and regularly report the performance of their activity(s) using the indicators.

Proactive measures of performance shall be put in place to measure the implementation of the HSE-MS System and the evaluation of stakeholder concerns. Proactive measures such as 'unsafe act auditing' and 'site inspections', shall be in use to monitor performance and identify shortcomings. A documented procedure for the periodic evaluation of compliance with relevant HSE legislation and regulations shall be maintained.

The Company shall regularly measure, record, track and report HSE performance against targets set in the HSE Plan and in maintaining control (Refer to Performance Criteria for Maintaining Controls). Where monitoring equipment is required for performance measurement and monitoring, the Company shall establish and maintain procedures and retain records for the calibration and maintenance of such equipment.

Procedures shall be established for data handling and interpretation (including the calibration of equipment). The progress of individuals in undertaking their HSE Critical Activities and also in meeting planned HSE KPI Targets shall be monitored through the staff appraisal system. The Company shall establish and maintain procedures for the identification, maintenance and disposition of HSE Records. These Records should include:

- Reports of audits and reviews;
- Audit tracking data;
- Register of or a means of identifying and accessing legislation applicable to the Company activities;
- Legally required documents;
- Situations of non-compliance with HSE policy, and of improvement actions;
- Any incidents and follow-up actions;
- Any complaints and follow-up actions;
- Appropriate supplier and contractor information;
- Inspection and maintenance reports of HSE critical equipment, i.e. equipment providing a control and recovery function;
- Product identification and composition data;
- Data obtained from monitoring as input to performance records;
- Results of emergency drills and exercises; and,
- Training records which include HSE competency requirements which include HSE

HSE Records shall be legible, identifiable and traceable to the activities involved with retention times defined. They shall be stored and maintained to prevent loss and unintended use.

Records supporting the performance data provided to the **SWDA** on an annual basis shall be kept in an auditable form. Records shall be maintained, as appropriate to the system and to the organisation, to demonstrate conformance to the HSE Management System, Group requirements and international standards and are used in HSE improvement planning.

4.6.3 HSE Non-Compliance & Corrective Actions

The Company shall maintain procedures for defining responsibility and authority for:

- The handling and investigating of non-conformances with legislation, regulations, HSE-MS policies, procedures and standards;
- Identify root causes and taking action to mitigate any consequences arising from such non conformances;
- The initiation and completion of corrective and preventative actions; and,
- Confirmation of the effectiveness of corrective and preventative actions taken.

Any corrective or preventative action taken to eliminate the causes of actual and potential non-conformances shall be appropriate to the magnitude of problems and commensurate with the HSE risks encountered. SWDA shall implement and record any changes in the documented procedures resulting from corrective and preventative action. To prevent non-compliance with standards and procedures a documented system for variance/change control shall be in place. Employees shall be aware of the system (Refer to Management of Change - **MOC**).

4.6.4 HSE Incident Reporting & Follow Up

SWDA maintains procedures for the reporting and investigation of hazardous situations, near misses and incidents, which are compliant with its policies, procedures and international standards. Incidents shall be investigated in a timely manner, with accountabilities assigned, and progress on recommended actions monitored until close out.

The Company shall foster a culture of openness in reporting all incidents and near misses. Employees shall be aware of the near miss and incident reporting procedures and participate in incident investigations. Any corrective or preventative actions taken to eliminate the causes of potential incidents shall be appropriate to the magnitude of problems and commensurate with the HSE risks encountered. Training shall be provided in incident investigation to appropriate staff throughout the Company.

The Company shall implement and record any changes in the documented procedures resulting from corrective and preventative actions. Lessons learnt from accidents and incidents shall be disseminated to relevant personnel and contractors.

4.7 HSE Audits & Procedures

4.7.1 HSE MS Procedure Requirement

An HSE Audit Programme shall be in place to review and verify effectiveness of the management system. It shall include audits by auditors independent of the process or facility audited.

4.7.2 HSE Audit Plan

The Company shall establish and maintain an Audit Programme and procedure for HSE Audits to be carried out in accordance with **SWDA**, international standards and regulatory requirements.

A one-year Audit Plan shall be established including HSE audits of all facilities and operations on a fixed time scale appropriate to the facility and the risks associated with the activity or the operation.

Audit programmes shall include:

- HSE-MS Audits;
- ISO 14001 Audits (where appropriate);
- Independent audits (that is, audits led by auditors approved by the EP Business HSE Advisor on behalf of the Company); and,
- Specific activity audits (facilities, start up, drilling, seismic and/or occupational health).

A detailed **SWDA** Annual Auditing Plan for audits shall be in place that shall cover the whole HSE-MS including operations and projects that have been contracted out. Only personnel, who have received adequate training, shall lead audits. (Refer to Auditor Competencies).

The Company shall maintain an effective control process to ensure that audit findings are recorded, prioritised, corrective actions identified, action parties are assigned and targeted completion dates are identified and findings tracked to final close-out. Best practices and key lessons learned should be shared with all locations / assets as appropriate. A periodic review by management of audit findings / trends and follow up action plans shall take place (Refer to Section 8 - Review).

4.7.3 HSE Auditor Competency

Audit procedures shall specify the requirements of audit teams in terms of competency, experience in subject area of the audit and impartiality. An audit focal point or department responsible for the audit process shall co-ordinate the appointment of competent HSE auditors.

A competence assurance system shall be in operation to define auditor competence and ensure that relevant HSE Auditor training is provided. A number of staff from different areas of the company shall be competent to carry out HSE Audits.

4.7.4 Contractor Audits

Contractors shall provide senior personnel to participate in company led integrated HSE Audits of the operations contracted to them. Contractors shall have an HSE Audit process and schedule for audits, which includes audits carried out by independent auditors. Records of results of audits, findings and corrective actions are retained.

4.8 HSE-MS System Review Procedures

Management shall regularly review the suitability and effectiveness of the HSE-MS System.

4.8.1 HSE-MS Review Process

A formal process shall be in place for top / senior **SWDA** Management to review the effectiveness and suitability of the MS in managing HSE risks and ensuring continuous improvement in HSE performance.

The Review shall address, but not be limited to:

- The findings of previous reviews;
- The need to change HSE policies and strategic objectives;
- The impact of significant organisational, location or activity changes;
- The HSE concerns of employees, contractors and external stakeholders;
- The provision of adequate resources and competent personnel to achieve HSE targets objectives and strategies;
- Audit findings;
- Self-Appraisal Assessment (HSE-MS); and,
- Verification of closure of corrective actions resulting from HSE reviews, audits, inspections and incident investigations and review of legal compliance.

Management Reviews of the HSE-MS shall take place on an annual basis. Performance against annual HSE Plans and Department HSE Plans shall be reviewed regularly. Results of Management reviews and identified remedial actions shall be documented and monitored until conclusion.

4.9 SOUTH WEST DESIGN AFRICA LTD. HSE POLICY STATEMENTS

SWDA HSE POLICY HEALTH, SAFETY AND ENVIRONMENT POLICY STATEMENTS

PREAMBLE

The Health and Safety at Work etc., Act 5.2 (3) (HASAWA), 1958 stipulates that; "it shall be the duty of every employer to prepare as often as may be appropriate, revise and issue a written statement of its general policy in respect to the Health and Safety at work. For the Health, Safety and Environment of the employees and the organization, and bring any revision at it to the above.

SOUTH WEST DESIGN AFRICA LTD hereby reviews and issues a revision to the 1997 Policy to meet the requirements of the 2000 HSE - Management System (SWDA HSE-MS).

SOUTH WEST DESIGN AFRICA LTD has a structured approach to HSE management designed to ensure compliance with the law and to achieve continuous performance improvement set targets for improvement and measures, appraises and reports performance requires its sub-contractors to manage HSE in line with this policy includes HSE performance in the appraisal of all staff and rewards accordingly.

It is our policy to provide and maintain a safe working environment for our employees, who are our most valued assets. The safety of our employee is our utmost priority and all safety equipment must be provided before any job is carried out.

All staff of **SOUTH WEST DESIGN AFRICA LTD** shall be medically fit. We shall maintain an insurance against any liability that may result in case of any personnel suffering occupational disease or any impairment to health resulting from our operation. The company's retained clinic shall handle all routine medical and emergency cases.

As an essential part of the overall company's management, **SOUTH WEST DESIGN AFRICA LTD** takes responsibility of security of all personnel, Client's representative and third party in all our work sites and premises.

In carrying out our operations, **SOUTH WEST DESIGN AFRICA LTD** shall plan and execute it in such a manner as to eliminate adverse effects or impact on the environment. Our operations shall be essentially environmentally friendly.

SOUTH WEST DESIGN AFRICA LTD shall identify with the needs and aspirations of his/her clients and the host communities in the execution of its operation. We shall liaise with clients, host community, relevant government departments and others to ensure safe and peaceful working environment. Harmonious relationship shall be maintained with client and community. Where there are conflicts, peaceful dialogue shall be employed to resolve areas of disagreement. Strict adherence to these policies is required.

SIGNED:



CEO / Managing Director

02/01/2026

SAFETY POLICY STATEMENT

The Management of **SOUTH WEST DESIGN AFRICA LTD** ranks supreme the safety of its personnel, the client personnel and any other person who may be directly or indirectly involved in its operations.

The Management recognises that a safe work place is a combination of several factors involving the interplay of personnel, material, and equipment. Based upon this recognition, the Management shall ensure:

- That suitable and adequate personnel, material and equipment is available for its operations.
- Premobilization meetings are held on regular bases prior to mobilization of personnel and equipment to client's locations.
- That all equipment is certified as planned in line with maintenance schedules.
- That staff receive adequate safety training.
- That safety meeting, including toolbox talks is held regularly on all sites.
- That safety audits are regularly conducted to ensure compliance to safety standards, rules and regulations.

SOUTH WEST DESIGN AFRICA LTD Management shall demonstrate these in all her operations and shall be responsible for a safe work place, free from foreseeable risks and hazards. SWDA believes that accidents are caused and, therefore, can be prevented.

Employees Safety Performance will be a major consideration in decisions affecting promotions, salary, and continued employment. Safety is the responsibility of every employee.



SIGNED:

02/01/2026

CEO / Managing Director

OCCUPATIONAL HEALTH POLICY

SOUTH WEST DESIGN AFRICA LTD Policy is to ensure that all our operations and activities are planned and executed in a manner, which safeguards the Health of all **SWDA** Client and Sub-contractor personnel.

Every employee shall be certified medically fit and shall remain so during his / her employment. **SOUTH WEST DESIGN AFRICA LTD** shall maintain an insurance against any liability that may result in case of any personnel suffering occupational illnesses or any impairment to health resulting from our operation.

SWDA shall maintain retainer clinics to provide routine medical services as well as emergency medical services to the employees.



SIGNED:

CEO / Managing Director

02/01/2026

SWDA HSE & ENVIRONMENTAL PROTECTION POLICY

SOUTH WEST DESIGN AFRICA LTD Policy is that all activities shall be planned and executed in such a manner as to minimize the impact of such operations on the Environment. This Environmental Policy also applies to all Sub-Contractor and Vendors personnel.

All personnel are encouraged to perform his / her work in an environmentally friendly manner in order to preserve air, water, soil, plant and animal lives.

All wastes generated in our operations as well as spillage / discharges, sewage and chemicals shall be managed in a responsible manner and with due regard to applicable Environmental Statutory Laws and the Client's requirements.

At the conclusion of any activity, **SWDA** ultimate goal is to leave the work site in a condition as near as possible to the state in which it was before the commencement of the Work.

SIGNED:



02/01/2026

CEO / Managing Director

SWDA DRUG, ALCOHOL, FIREARMS AND SEARCH POLICY

The Policy of **SOUTH WEST DESIGN AFRICA LTD** absolutely prohibits the use, possession, or sale of illegal drugs, intoxicating beverages and/or controlled substances or firearms on any of its premises. Controlled substances are any illegal drugs or prescription drugs not obtained by a valid prescription. Illegal drugs will not be allowed anywhere on land, in buildings, structures, installations, vehicles, aircraft, or watercraft owned, leased or used by **SWDA**.

To enforce this Policy, SWDA has reserved the right to inspect any personnel, place or thing on all her premises and intends to exercise that right without prior announcement other than this Policy Statement. Searches on Company facilities, including locked desks and other locked areas provided, may be conducted at any time with or without permission of the occupant. Reasonable searches of individuals, vehicles, and personal effects will be LTD to searches with your permission. However, if permission is denied, the items, vehicles, and/or individuals will be denied entry to the premises.

This Policy has been adopted and will be enforced in the interests of providing each employee a healthy and safe place in which to work. Your understanding and co-operation during inspections will be greatly appreciated and should help minimize the inconvenience these inspections may cause.

Individuals found in violation of this Policy are subject to discharge, immediate removal from Company premises and if warranted, reported to the appropriate Law Enforcement Agencies. Your active support will aid **SWDA** continuing effort to provide the best and safest possible working environment.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA HSE POLICY

PERSONAL PROTECTIVE EQUIPMENT (PPE) POLICY

The Policy of **SOUTH WEST DESIGN AFRICA LTD** is to provide relevant and high quality Personal Protective Equipment (PPE), such as coveralls, safety shoes, safety rain-boots, hardhats, hand gloves etc., for all personnel engaged in her operations.

The Management shall continually enforce the effective use and maintenance of the PPE, which also entails regular site audits, encouragement by giving awards to personnel and replacement of any defective PPE.

Site SAFETY Advisors, as well as Supervisors, shall continually monitor compliance to this Policy.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA SEAT BELT POLICY

The Management of **SOUTH WEST DESIGN AFRICA LTD** recognises the fact that Safety Seat Belts enhance the chances of survival and reduces the risk of injuries in vehicle accidents. As such, it is mandatory as a matter of policy for every worker, especially on company's business to always fasten his / her seat belt.

All light and heavy-duty vehicles, trucks, tractors, forklifts, etc., must have seat belts fitted in them and must be worn by drivers, mates and operators always.

The “**NO SEAT BELT, NO ENTRY**” rule shall be enforced at points of entry into company premises or facilities by security.

All line management personnel are to ensure compliance with this policy.

Serious penalty awaits defaulters of this policy.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA NIGHT DRIVING / NIGHT SAILING POLICY

It is the policy of **SOUTH WEST DESIGN AFRICA LTD** to prohibit all night driving or night sailing in all her land and sea / water operations. However, exceptions are allowed, but only for life threatening emergencies or MEDEVAC circumstances.

Night Sailing is prohibited in sea / water borne operations between the hours of six (1800 Hrs) in the evening and six (0600 Hrs) in the morning.

It should be clear to all drivers, and boat operators, that approval for Night Driving or Night Sailing must come from the Site Manager, who must be of the Middle Management Grade, and is only allowed in emergency or life-threatening situations.

The Site Manager is responsible for the decision to allow any Night Driving or Sailing. Night security patrols on land are excluded from this Policy.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA MANAGEMENT SAFETY DECLARATION POLICY

SOUTH WEST DESIGN AFRICA LTD (SWDA) foremost interest in any project is **HEALTH, SAFETY, and ENVIRONMENTAL** protection and we will demonstrate **SAFETY** in all our operations and we shall be responsible for a safe work place, free from risks and hazards.

We are already conversant with the current requirement of the Mineral Oils Act, the Mineral Oils (Safety) Requirements, the Factories Act and the Client's safety rules, standards as stated in sections 35 of the standard specifications and section III - Articles of Agreement, General conditions, Part XII headed "SAFETY".

SWDA shall ensure that all personnel engaged in services in all our contracts shall remain medically fit throughout the duration of the contract. We will be prepared to present certificates of medical fitness on all personnel as well as our equipment certificates. We shall engage the services of a safety manager and a project manager who will ultimately be responsible for safety in our operations. The manager who will also have experienced safety officers that are well acquainted with Client's safety regulations will ensure that all proper work permits and complementary certificates are obtained prior to commencement of work and shall keep them up to date daily and ensure that all safe working practices are observed during the execution of the contract.

We shall also comply with all such policies, rules / regulations aimed at preserving and safeguarding life, property and environment. We shall ensure strict compliance with the CLIENT Drug / Alcohol Policy at all times and develop awareness of the consequence of any violation.

SOUTH WEST DESIGN AFRICA LTD shall take up Accident/ Workmen's Compensation Insurance Policy for their workers against any occupational disease or any other impairment to health or injury by accident. We shall ensure that properly skilled, experienced and suitable personnel perform the work in a safe manner to the required standard using good working practices; and that materials supplied will be new, free from defects and suitable for the intended purposes. We shall ensure that work does not commence unless all essential safeguarding systems including procedures are in place. We shall provide all necessary personnel, equipment and facilities to ensure that work site is kept secured at all times. All wastes will be removed from camp area and disposed of in a safe manner. We shall intensify the "on-the-job" training and formalized training.

Safety meeting programmes as a means of safety communication and a forum for addressing safety matters shall be vigorously pursued according to the schedule and as required by our clients. We shall provide a very decent accommodation, messing and recreational facilities for staff and client's representatives.

Prior to mobilization, **SOUTH WEST DESIGN AFRICA LTD** shall allow access to and fully cooperate with CLIENT staff, team or representative for the purpose of pre-mobilization Inspection of plant, equipment, office and other ancillary facilities billed for the job, to ensure that they are in good working condition, safe and properly certified and insured.

We shall put in place disciplinary actions when negligence or violations of safety rules is established.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA COMMUNITY AFFAIRS POLICY

It is the policy of **SOUTH WEST DESIGN AFRICA LTD** to create good working relationship with the workers and the indigenes of the host communities. The management shall exploit recognised traditional institutions in relating with the host communities with the aim of reducing or eliminating disruptions during contract executions.

The issues that will be considered by **SOUTH WEST DESIGN AFRICA LTD** are as follows:

- Employment of one liaison officer
- Proactive resolutions of disputes / misunderstanding
- Use of local labour
- Communication with Host Communities / Authorities

Where there is a dispute / misunderstanding, the following action plan shall be put in place.

- Peaceful resolution of the crisis be of priority. Based on this, all administrative machinery shall be implored to find out the reason(s) for the misunderstanding.
- The Community Liaison Officer/Company Relation Officer shall implore dialogue in finding a lasting solution to the issue(s) at stake.
- Where an agreement cannot be reached internally, the Company P. R. O will notify employment Bureau through whom the workers were employed.
- The management of **SOUTH WEST DESIGN AFRICA LTD** shall inform the community council of chief, where management cannot reach amicable solution through Employment Bureau and it is expected that the council of Chiefs will in their wisdom invite the Company's representatives to the palace to find a lasting solution to the issue.
- Where management observes that the solution will jeopardise the safety of lives and property, all site activities shall be suspended temporarily.
- The management shall notify CLIENT through the supervising Department of the day-to-day development of the situation and action taken so far.
- In the face of a worsening situation, the Management shall evacuate all personnel from the site until the issues are resolved and the atmosphere ascertained calm for normal operations before site re-opening.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA HSE POLICY

BUSINESS CONTINUITY POLICY

SOUTH WEST DESIGN AFRICA LTD is fully aware of the potential operational, financial and strategic risks likely to be associated with service interruptions as well as the importance of maintaining viable capability to continue the Company's business processes with minimum impact in the event of an emergency. To this end we have put in the following policy.

- In the absence of the Managing Director, the General Manager or the senior management staff have the full authority to carry out the day-to-day running of the company.
- If a Substantive officer is to be away for more than two weeks then the person must write a handover note to the next officer in line to ensure for continuity.
- The Company shall continually develop a coordinated strategy involving plans, policies, procedures, as technical measures that will enable the recovery of IT systems, operations, and data that is identified as critical.
- The company shall ensure training of staff in order to keep current in industry and Company's business processes, latest technologies and tools.
- The Company has put in place an alternative work site to operate from in the event of any crisis or disaster.
- The Company has a standby generator and UPS as alternative power source to ensure continuous service delivery.



SIGNED:

CEO / Managing Director

02/01/2026

SWDA DATA SECURITY POLICY

In order to operate efficiently, **SOUTH WEST DESIGN AFRICA LTD** has to collect and use information about people with whom it works. These may include member of the public, current, past and prospective employees, clients and customers, and suppliers. In additions it may be required by law to collect and use information in order to comply with the requirements of federal government.

This personal information must be handled and dealt with properly, however it is collected, recoded and used, and whether it be on paper, in computer records or recorded by any other means.

SOUTH WEST DESIGN AFRICA LTD regards the lawful and correct treatment of personal information as very important to its successful operations and to maintaining confidence between the company and those with whom it carries out business.

The Company will ensure that it treats personal and client's information lawfully and correctly.

To this end the Company fully endorses and adheres to the principles of Data protection.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA HSE POLICY

SECURITY POLICY

It is **SOUTH WEST DESIGN AFRICA LTD's** policy to protect personnel lives and assets and on a continuous basis, assess security implication and impacts of its operations.

SWDA remain fully committed to continually achieving success in this regard by carrying out programs that are designed to address security measures for employees, information and property.

In addition to employing the services of the law enforcement agencies (Nigerian Navy & Police Force) as backup in riot situations, our trained security personnel shall be on guard all' the time to protect Company, client and /or any Third-Party assets and personnel involved in our operation.

To use the best means possible and to endeavour to harness all necessary resources to advantage, **SWDA** shall therefore cooperate and develop interface with the client and third parties to avoid unnecessary delays, shutdown and of course unwarranted loss of man-hours in its projects

Any community disturbance or threat shall be reported to CLIENT without delay. Effort shall be made to remain in harmony and peaceful co-existence with local community in any area of our operations.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA QA / QC POLICY STATEMENT

SOUTH WEST DESIGN AFRICA LTD is engaged in the provision of all engineering needs of the oil companies. Our areas of operations are, but not limited to: Design, Mechanical, Civil, Electrical, Instrumentation, Well Intervention Services, Construction, Procurement, Project Management, Supply and Manpower Supply Services.

It is the policy of SWDA to provide our Clients with products and services, which conforms to all specified requirements in a timely and cost-effective manner.

For SWDA, Quality is one of the most important means for achieving the objectives of our engagement. The concept of quality includes all aspects and features of a products or services having the purpose to satisfy Client requirements and expectations.

We have established a Quality System based on ISO 9001 and ISO 14001, Quality System Model for Quality Assurance in Design / Development, Production, Installation and Servicing. All procedures, documentation and practice, in all areas, are equipped to meeting the requirement of this international standard.

The achievement of these Quality Objectives and, as a consequence, of the basic objective to keep on operating as a competitive and successful Company, depends on the quality of personnel, on the adequacy of organization, on commitment to work and, above all, on everybody's attitude to the problem of quality.

All personnel have the responsibility, the authority and organizational freedom to identify and evaluate quality concerns and to initiate solutions. The workers are committed to continuous improvements of quality and are encouraged to be actively involved in defect prevention and early detection and elimination of non-conformances.

The Quality Assurance and Quality Control (QA / QC) Department acts independently from other departments with the QA / QC Manager as head. The Manager of QA / QC function has got the necessary authority and freedom of initiative to check that the Quality System is correctly implemented and to propose and start any corrective action whenever deemed necessary.

The QA / QC Manager has the support of the Top Management to ensure, by any means that the Quality Policies outlined in this Quality Manual are fully implemented and that proper development and improvement programs are prepared, put into effect and monitored.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA HSE POLICY EMERGENCY / MEDIVAC PROCEDURE & ACCIDENT REPORTING

PARTY:	TO DO:
Personnel	- Analyse situation, keep calm do not panic. - Contact Site Nurse or First Aider, Supervisor and Safety Adviser. - Commence initial emergency control measures.
Site Nurse / First Aider	Administer First Aid
Site Supervisor / Safety Adviser	- Contact Client Representative - Maintain communication line with Base Office: STATING: - Name(s) of casualty - Nature of Injury/Illness - Location of accident - Time of accident - Pick up point - Evacuate victim to Hospital or pick up point for Helicopter evacuation - Inform client by Radio/Telephone to arrange transport in case of Helicopter evacuation to own clinic. - Conclude medevac by transferring the casualty to Company Retainer clinic - Prepare a detailed report to be submitted to client within 24 hours.

MEDEVAC

MEDEVAC is a process of transporting an injured person from the scene of accident to Hospital by the quickest possible procedure.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA HSE POLICY – EMERGENCY RESPONSE CONTACTS

Where incident or potential escalation is dictated, **SWDA** Emergency Response Procedure (ERP) can be auctioned by calling the following numbers:

SOUTH WEST DESIGN AFRICA LTD. LAGOS BASE

Immediate contact is assured through Telephone Call: Operator stays on duty 24 hours per day.

CONTACTS PERSONS:

NAME	DESIGNATION	GSM NO.
Mr. Gliffeth Wonuigwe	Group CEO / MD	07033330673
Engr. Ned Jessup. P. E.	COO / ED – Ops / Projects	08021077515
Miracle Maduforo	Senior Project Manager	09084374762

PROCEDURE OF MEDICAL EVACUATION

When injury is sustained Off-Shore, the following procedure shall apply:

- 1) **SOUTH WEST DESIGN AFRICA LTD** Nurse on board will administer the FIRST AID treatment.
- 2) The Barge Captain will inform the COMPANY Representative who will take the responsibility to arrange for helicopter to convey the injured person from offshore (scene of accident) to (On-Shore).
- 3) While the COMPANY Representative is arranging for arrival of the helicopter, Barge Captain and Site Safety Officer will ensure immediate contact with base office and endeavour to contact head office by email / phone calls. The Barge Captain and Site Safety Officer will advise base office to proceed with Ambulance to the Helipad. Depending on the severity of the injury, the injured person will be sent to our retainer ship Hospitals in Lagos

Attach Retainership Clinic / Hospital name, address, email and telephone number of Doctor.

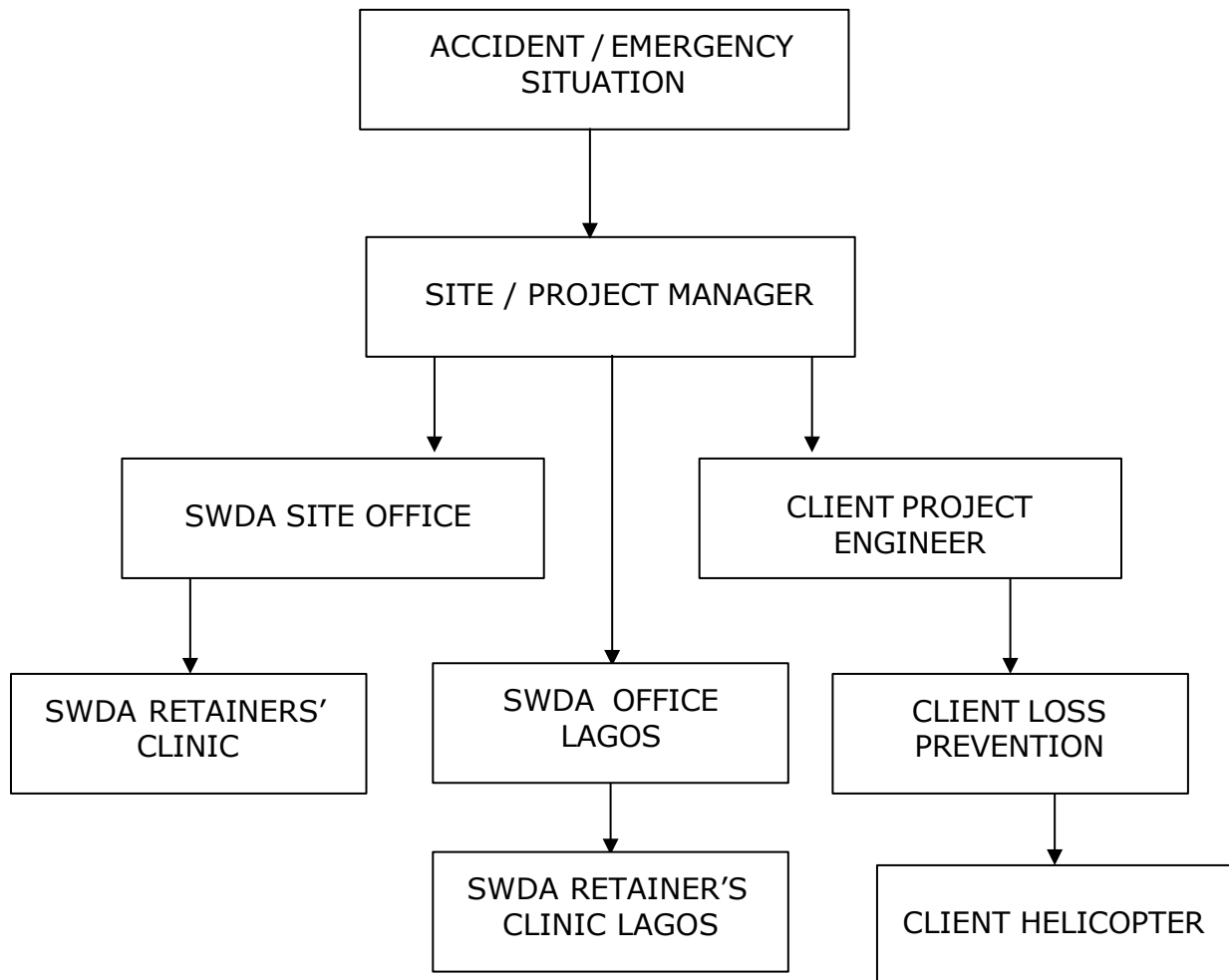
SIGNED:



02/01/2026

CEO / Managing Director

LINES OF COMMUNICATION (MEDEVAC)



SIGNED:

CEO / Managing Director

02/01/2026

SWDA HSE POLICY - STOP WORK POLICY

It is the Health, Safety and Environment (HSES) policy of **SOUTH WEST DESIGN AFRICA LTD** to maintain a safe and secure work environment against any risk or exposure to personal harm, property damage or adverse effect to the environment.

As such, it is the duty and the right of every personnel employed and engaged by **SOUTH WEST DESIGN AFRICA LTD** to exercise a 'Stop Work' intervention whenever any employee, person(s) or group's assets or local environment are at risk; or when there is a perceived risk to life, health and safety of the individual(s) within the work environment.

The Management of **SOUTH WEST DESIGN AFRICA LTD** is fully supportive of the decisions of an employee which is taken in the diligent execution of this policy. 'Stop work' shall be applied if any situation arises due to an unsafe action or behavior or omission or non-action of any party involved in the operation, and if such situation were permitted to continue, may potentially lead to the occurrence of an incident which may lead to the occurrence of an incident which may lead to personal injury or damage to Company asset.

All employees, subcontractors or visitors of **SOUTH WEST DESIGN AFRICA LTD** irrespective of his/her position/seniority/discipline has the right and duty to apply the 'Stop Work' Policy, if in his/her opinion or judgement, such activity is deemed to be an unsafe or risky behavior. **There shall be no blame or fault put on any employee calling for a 'Stop Work'.**

The 'Stop Work' order must be applied in good faith, as Timing is a critical factor. There should not be any delay in calling for a 'stop work' order if need arises. Work that has ceased due to a 'Stop Work' order shall not be resumed until all safety aspects are cleared to the satisfaction of the employee who initiated the 'stop work' order or to the satisfaction of the employee whose work activities necessitated the initiation of the 'Stop Work' order.

As with other Company Policies, accountability for non-compliance will follow established company procedures or contract requirements. Remember, **'If IT IS NOT SAFE, DON'T DO IT!'**



SIGNED:

02/01/2026

CEO / Managing Director

SWDA HSE POLICY - ANTI-CORRUPTION POLICY

It is a policy of **SOUTH WEST DESIGN AFRICA LTD** not to encourage dubious business activities either by giving or offering gratification to business partners or companies. All employees are therefore required to do the following to achieve this objective:

- All employees are not allowed to have any personal financial transactions with clients or third-party contractors.
- Every financial transaction of the company shall be done to the designated or company approved bank except petty cash transactions.
- The company discourages any form of gratification from sub-contractors or third-party contractors.
- No member of the board of directors of the company shall bid for any contract or sub contract in the company to avoid conflict of interest.
- The company adopts other anti-graft or anti-corruption laws applicable in Nigeria.
- The company also adopt international best practices as its relates to anti-corruption.
- The company operates within the corporate governance frame work of 2025, as promulgated by the Corporate Affairs Commission.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA HSE POLICY - HUMAN RIGHTS POLICY STATEMENT

SWDA ENERGY OFFSHORE SERVICES LTD's corporate statement states our business principles and confirms our commitment to respect the basic rights of its staff and not complicit in activities that solicit or encourage human rights abuse.

We believe that ethical business practices are critical to building the trust and loyalty that lead to lasting success. The vision of **SWDA** is to lead the Oil and Gas industry in delivering excellent and quality services. We strive to provide the highest levels of services with integrity and honesty such that our brand loyalty continues to thrive. To achieve this vision, **SWDA** has adopted the following core values:

- Excellence in quality and service
- Integrity, both personal and professional
- Honesty and truthfulness • Accountability
- Fairness and impartiality • Respect for others' dignity
- Leadership based upon **SWDA** values
- Being a good member of the community Consistent with these core values.

SWDA acknowledges and respects the standards contained in the Universal Declaration of Human Rights, and it endeavours to conduct its business in a manner that is consistent with fundamental human rights. **SWDA** core values, practices, culture, and history embody a commitment to ethical business practices and good corporate citizenship.

Protection of Employees' Rights:

SWDA is committed to upholding the rights of employees and aims to provide a safe and healthy workplace. We support the elimination of all forms of forced, bonded, or compulsory labour. We also support the elimination of employment discrimination, promote and embraces diversity in all aspects of its operations.

SWDA is an equal opportunity employer, and it does not discriminate on the basis of race, colour, religion, gender, national origin, age, disability, veteran status, sexual orientation, or any other legally-protected category. **SWDA** is an equal opportunity employer, and it does not discriminate on the basis of race, colour, religion, gender, national origin, age, disability, veteran status, sexual orientation, or any other legally protected category.

Protection of Children's Rights:

SWDA condemns all forms of child exploitation. **SWDA** does not recruit child labour, and it supports the elimination of exploitative child labour.

SWDA also supports legislation enacted to prevent and punish the crime of sexual exploitation of children.

SWDA management has the ultimate responsibility to implement this policy for communicating the principles and objectives of the Human Right policy.



SIGNED:

CEO / Managing Director

02/01/2026

SWDA HSE POLICY

SUSPEND OPERATIONS POLICY

It is the policy of **SOUTH WEST DESIGN AFRICA LTD** to carry out its business activities in such a manner that no fatality or serious injuries to employees, contractors and third parties or damage to property arise from them.

The company is also committed to ensuring clean and healthy environment especially in the course of work.

The HSE policy demands that all necessary HSE measures must be put in place before any job is started. The objective is to prevent work accidents by ensuring that all hazards inherent in our operations have been identified and that all necessary arrangement are in place to control these hazards and to deal with their consequences should the need arise.

SOUTH WEST DESIGN AFRICA LTD is cognizant of the fact that unforeseen unsafe conditions that are not evident at the planning stage become apparent during the execution of the job. To ensure that these conditions do not cause an accident, they must be rectified immediately they are observed.

Any job which an employee believes cannot be carried out in full compliance with our HSE Policy must not be started, and if already in progress, must be suspended until the observed HSE deficiencies are corrected. Such employee must report this anomaly immediately to his or her supervisor.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA HSE POLICY

WASTE MANAGEMENT POLICY

A key point of **SWDA** business philosophy is that operations will be conducted with appropriate regard to conservation of the environment and prevention of pollution.

As part of our continuous drive for improved environmental conditions, emphasis shall be placed on drastic reduction in our waste generation thereby further minimizing the environmental impact of our operations. Also, waste generated in the course of our operation shall be inventoried, segregated, where possible re-used and disposed of properly.

Prior to the Mobilisation to any Project, SWDA Project Management shall prepare a proper Waste Management Plan (WMP) to address the proper handling, Disposal and/or Recycling of waste materials, in accordance with all client procedures. The purpose of this document is to set out in a systematic way the procedures / plans and objectives **SWDA** as an organization intends to pursue and implement in the years ahead to preserve the good health of all staff and ensure that the environment they work in not adversely impacted by our operations.

All staff are required to take up the challenges posed in order to reflect our commitment to the company's HSE Policy.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA HSE POLICY

JOURNEY MANAGEMENT POLICY

In accordance with **SWDA** Policy, staff will strive to minimize uncontrolled exposure to driving, sailing and operations hazards, and eliminate unauthorized use of vehicles, vessels and equipment. Consequently, Company vehicles and vessels shall only be used for company business only, within company business hours, which means no **NIGHT DRIVING / SAILING (i.e. between 0600 Hrs to 1800 Hrs)**.

Proper approval and authorization must be sought before any member of staff is allowed to use a vehicle / vessel officially by filling the Requisition Form with the journey manager's approval.

All drivers / quartermasters must ensure they complete the Vehicle / Vessel Allocation Register before and after any journey and equally ensure that he maintains contact with the Journey Manager during the journey as may have been agreed upon earlier.

A driver or quartermaster must ensure he completes the logbook allocated to the vehicle / vessel in use.

Any unauthorized journey is a serious offence.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA HSE POLICY

STAFF COMPETENCY POLICY

SOUTH WEST DESIGN AFRICA LTD seeks to provide services of the highest quality and reliability.

In line with this objective, it is the policy of the company to ensure that special processes are performed in accordance with qualified procedures using personnel that are qualified based on their experience and certification as applicable.

Line Managers and the **Q-HSE** Coordinator must ensure that all **SWDA** employees receive sufficient orientation and training to satisfactorily perform assigned duties and maintain proficiency, which would be achieved through in-house and external training of staff as training needs are identified through periodic staff competency appraisal.

SWDA's management will provide every resource necessary to achieve compliance with this policy.



SIGNED:

02/01/2026

CEO / Managing Director

SWDA HSE POLICY

NO SMOKING POLICY

Smoking is not only injurious to health, but it is also a potential hazard in terms of health, safety and environment.

Smoking in public places exposes non-smokers to health – related hazards, and it is the duty of our company to protect all employees from unnecessary exposure to hazards.

The smoking of cigarettes, cigars or pipes is prohibited in conference / meeting rooms, corridors, public areas and shared offices unless otherwise agreed between all occupants of such offices.

This policy is applicable to all our company work locations / sites.

SIGNED:



CEO / Managing Director

02/01/2026

SWDA HSE POLICY

FIRE PROTECTION & FIRE FIGHTING POLICY

Due to the nature of oil well servicing operations with the concentration of men and equipment and working in small areas, the importance of fire protection and prevention cannot be over-emphasized. The first line of defense in a fire prevention program is a well-trained crew. All field staff shall *receive* sufficient awareness sessions on blowout prevention and *preventive* maintenance of all operating equipment, as well as the care and use of fire extinguishers.

Any time a fire extinguisher is used, it must be reported to the Q-CASHES Coordinator or company supervisor immediately.

Each employee shall know the location of the fire extinguishers in his work area. Always shut off the engine on vehicles, parked trucks, pump, and machineries, before fueling.

Smoking is prohibited at the well-heads or while handling gasoline, or other flammable materials. Smoking materials are not permitted within 100 feet of the well-heads or rig floor. Transport / store flammable liquids within approved containers. Containers should be clearly marked as to their content. Report any condition that is likely to cause fire outbreak immediately.

Every fire extinguisher must be serviced every six months (more often in corrosive environment).

Good housekeeping must be observed to reduce injury and minimize fire hazards.



SIGNED:

CEO / Managing Director

02/01/2026

FIGURE 1
**SWDA – RAEC 20-TANKS – BLABO / NME TANK CLEANING,
 SLUDGE TREATMENT & OIL RECOVERY PROJECT ORGANOGRAM**

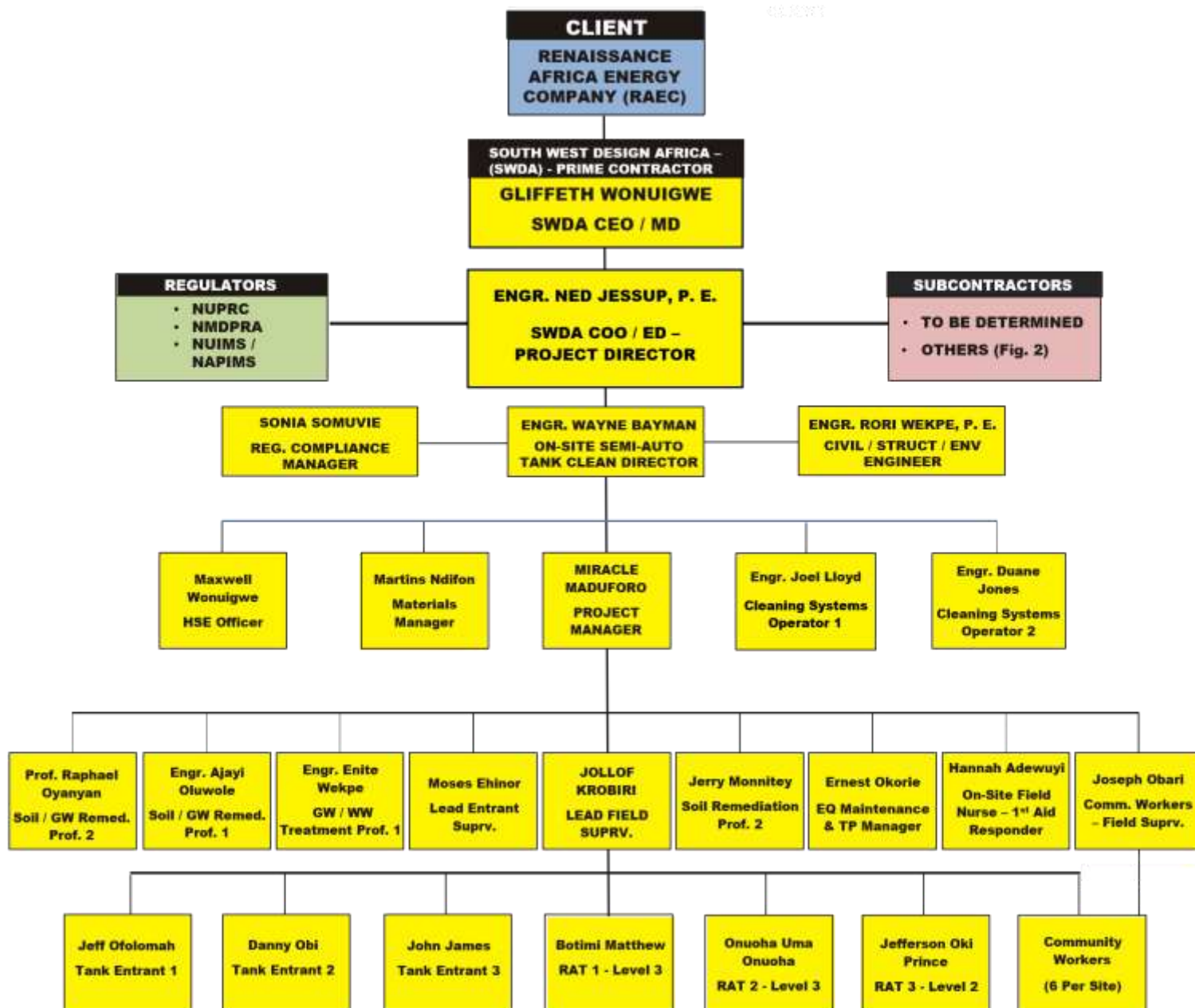


FIGURE 2
SWDA – RAEC TANK CLEANING & SLUDGE RECYCLING PROJECT –
SUBCONTRACTORS ORGANIZATION CHART

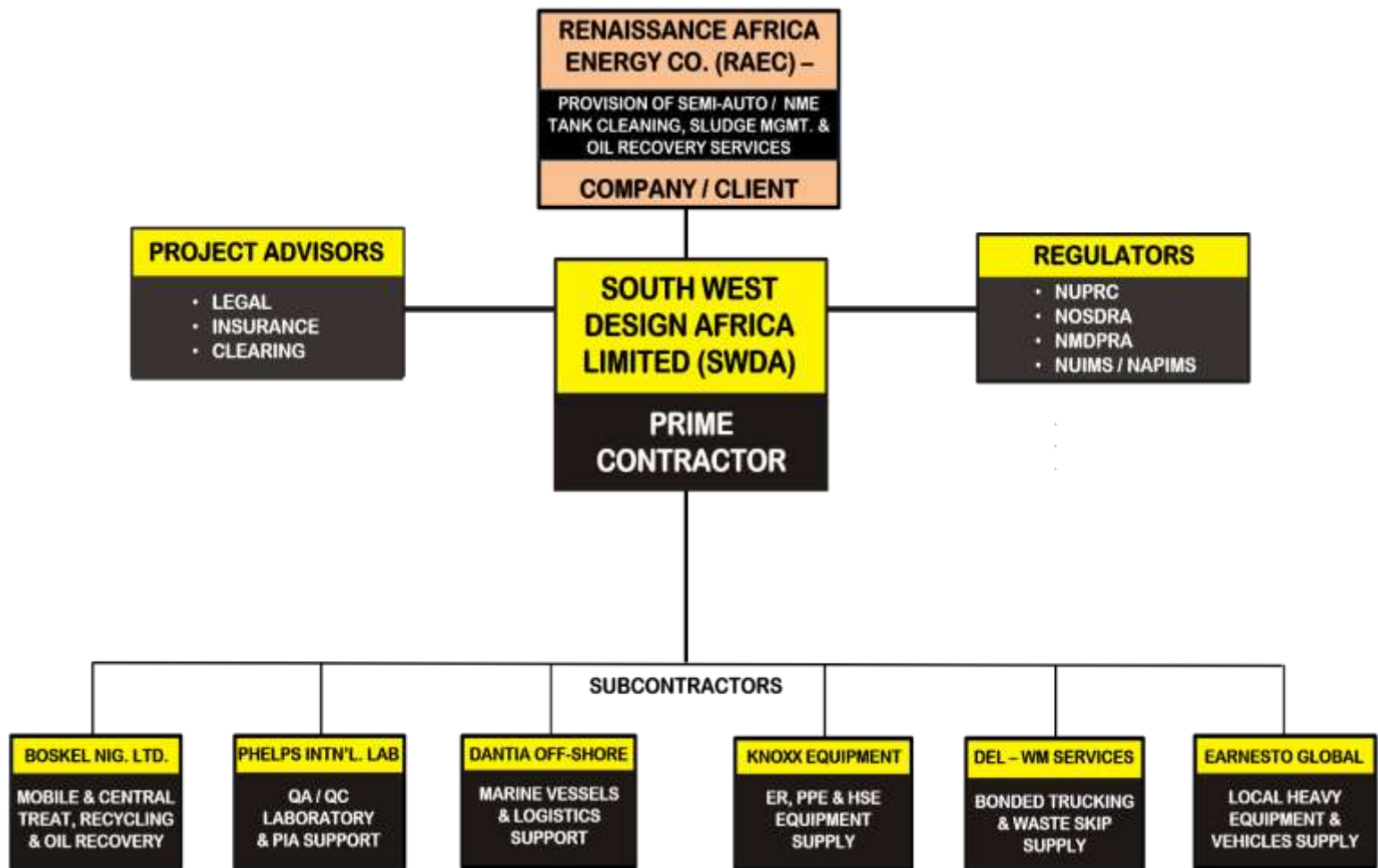


TABLE 1 - RENAISSANCE TANK CLEANING CONTRACT NO.: CW-68582 - TANK & CONTENTS PARTICULARS LIST

SWDA - RENAISSANCE 18-TANK SEMI-AUTO & MANUAL TANK CLEANING & SLUDGE REMOVAL PROJECT - 17 / 7 / 2026

(PLEASE NOTE THAT THESE ESTIMATED VOLUMES ARE NOT CORROBORATED BY RENAISSANCE, AWAITING TANK AS-BUILT DRAWINGS, MERELY OUR ESTIMATES FOR PLANNING PURPOSES.)

S/N	TENDER TANK NO.	RENAISSANCE TANK LOCATION	TYPE OF TANK OPS	ROOF TYPE	TANK DIAMETER (M)	TANK DEPTH (M)	EST. TANK VOLUME (M ³)	EST. TANK 80% CAPACITY (Bbls)	SLUDGE LIKELY TYPE & CONSISTENCY	EST. SLUDGE VOL. (Est. M ³ @ 1.0 M Depth)	EST. SLUDGE VOL. (@ 6.29 Bbls / M ³)	EST. SEMI-AUTO & MANUAL CLEAN (Days)
1	Tank 9	Bonny Tank Farm - 10 KMs South of PHC	Crude Oil Storage	Floating Roof	48.8	22.1	41,335.0	207,998.0	Flowing & Mucky to Dry Sludge	1,870.4	11,764.8	30
2	Tank 11	Bonny Tank Farm	Crude Oil Storage	Floating Roof	67.1	19.0	67,187.7	338,088.5	Flowing & Mucky to Dry Sludge	3,536.2	22,242.7	50
3	Tank T-1201-A	Bonny	Processing Tank	Fixed Roof	30.0	10.5	7,422.03	37,347.7	Flowing to Dry Sandy Sludge	706.9	4,446.4	20
4	Tank T-1201-B	Bonny	Processing Tank	Fixed Roof	30.0	10.5	7,422.03	37,347.7	Flowing to Dry Sandy Sludge	706.9	4,446.4	20
5	Tank 13	Bonny	Crude Oil Storage	Floating Roof	67.1	19.0	67,187.7	338,088.5	Flowing & Mucky to Dry Sludge	3,536.2	22,242.7	50
6	Tank 21	Bonny	Crude Oil Storage	Floating Roof	76.3	22.9	104,706.9	526,885.1	Flowing & Mucky to Dry Sludge	4,572.4	28,760.4	60
7	Tank 22	Bonny	Crude Oil Storage	Floating Roof	76.3	22.9	104,706.9	526,885.1	Flowing & Mucky to Dry Sludge	4,572.4	28,760.4	60
8	Tank T-1401-A	Bonny	Processing Tank	Fixed Roof	30.0	10.5	7,422.03	37,347.7	Flowing to Dry Sandy Sludge	706.9	4,446.4	20
9	Tank 206	Forcados Tank Farm & Depot 39 KMs West of Warri	Crude Oil Storage	Floating Roof	76.2	21.9	99,872.3	502,557.4	Flowing & Mucky to Dry Sludge	4,560.4	28,684.9	60
10	Tank 209	Forcados Tank Depot	Crude Oil Storage	Floating Roof	76.2	21.9	99,872.3	502,557.4	Flowing & Mucky to Dry Sludge	4,560.4	28,684.9	60
11	Tank 620	Forcados Tank Depot	Processing Tank	Fixed Roof	33.5	9.8	8,637.9	43,465.9	Flowing to Dry Sandy Sludge	881.4	5,544.0	20
12	Tank 901	Forcados Tank Depot	Processing Tank	Fixed Roof	15.0	6.0	1,060.3	5,335.4	Flowing to Dry Sandy Sludge	176.7	1,111.4	15
13	Tank 203	Forcados Tank Depot	Crude Oil Storage	Floating Roof	76.2	21.9	99,872.3	502,557.4	Flowing & Mucky to Dry Sludge	4,560.4	28,684.9	60
14	Tank 102	Forcados Tank Depot	Processing Tank	Floating Roof	48.0	17.0	30,762.5	154,796.9	Flowing to Dry Sandy Sludge	1,809.60	11,382.4	30
15	Tank 601	Forcados Tank Depot	Processing Tank	Fixed Roof	30.0	12.5	8,835.8	44,461.7	Flowing to Dry Sandy Sludge	706.9	4,446.4	20
16	Tank 610	Forcados Tank Depot	Processing Tank	Fixed Roof	33.5	9.8	8,637.9	43,465.9	Flowing to Dry Sandy Sludge	881.4	5,544.0	20
17	GCPF Tank	Gbaran-Ubie Central Field - Central Bayelsa (OML-28)	Processing Tank	Fixed Roof	39.0	13.0	15,529.7	78,145.5	Flowing to Dry Sandy Sludge	1,194.60	7,514.0	25
18	SGP Tank	Soku Gas Plant - 40 KMs West of PHC	Processing Tank	Fixed Roof	30.0	18.0	12,723.5	64,024.7	Flowing to Dry Sandy Sludge	706.9	4,446.4	20
TOT	18 TANKS		8 - Crude Oil Tanks 10 - Process Tanks	9 - Floating & 9 - Fixed Roof	TOTAL VOL. OF TANKS (M ³):		793,194.79 M ³	80% CAPACITY: 3,991,357 Bbls		40,247.0 M ³	253,153.5 Bbls	640 Days - or 1.83 YRS

TABLE 2 - SWDA - 18-TANK TANK CLEANING & SLUDGE MANAGEMENT PROJECT - KI PRE-MOB EQUIPMENT LIST
SWDA - RENAISSANCE TANK CLEANING & SLUDGE MANAGEMENT PROJECT - KI EQUIPMENT PRE-MOB INSPECTION LIST - 17-7-2026

S/N	PROJECT EQUIPMENT NAME / TYPE	PROJECT EQUIPMENT DESCRIPTION	EQUIPMENT DIMENSIONS (FT)	EQUIPMENT WEIGHT (KG)	NOS. TO BE MOBBED	OPERATING / STAGING AREA	EQ INSPECTION LOCATION	EQUIP PRE-MOB INSPECT (Y/N & DATE)
1	ATC - M-1 - M-4 Modules	ATC No-Man Entry (NME) Tank Clean System (Power Rating = 1-KW)	20' x 5' x 8' 7 Different Containers	83 Tonnes (83,000-KG)	7	50-100 Meters from Tank	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
2	Semi-Auto Crawler, Hydro-Jet, Centrifuge & Oil / Water Separator	Semi-Auto Tank Cleaning System in 2 Containers	20' x 5' x 8' 2 Containers	13 Tonnes (13,000-KG)	1	50-100 Meters from Tank	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
3	Air Compressor	1,600 CFM Air Compressor & Operates at 10 Bar Pressure	17 x 9 FT	8,300 KG	1	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
4	Air Accumulator	Pneumatic Air Accumulator	6 x 4 FT	1,570 KG	1	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
5	Breathing Air Dryer	Pneumatic Breathing Air Dryer	4 x 3 FT	1,065 KG	1	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
6	Air Loader Vacuum Pump	Pneumatic Air Vacuum Suction / Sludge Suction Pump with Certified Hoses	6 x 6 FT	1,400KG	1	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
7	Breathing Air Generator	Pneumatic Mariner 320-F Breathing Air Generator / Compressor	3 x 2 FT	560 KG	2	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
8	Breathing Air SCBA Packs	PAS Breathing Air SCBA Packs	2 x 1 FT	18 KG	8	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
9	Sand Piper Pump	Pneumatic Heavy-Duty Flapper / Sand Piper Suction Pump	2 x 2.5 x 2 FT	55 KG	2	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
10	Tank Ventilators / Expellers	Pneumatic Tank Ventilators and/or Ventilation Expellers Fans & Ducting (20-M)	2 x 1.5 FT	3.0 KG	4	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
11	Air Blower	Pneumatic Air Blower	2 x 2 FT	4.0 KG	4	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
12	Supplied Breathing Air Tanks	Self-Contained Breathing Air Apparatus (SCBA) Tanks	3 x 3/4 FT	12 KG	8	Tanks	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
13	Escape Breathing Air Tanks	Personal Emergency Escape Breathing Air Apparatus (EEBA)	1.5 x 0.75 FT	3 KG	6	Tanks	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
14	Gas Detectors	MSA Altair 5X Gas Detectors & Down-Tank Detection Hoses	1.5 x 0.75 FT	2 KG	4	Tanks	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
15	Work Lights	Explosion-Proof Work Lights	1 x 0.5 FT	1.0 KG	8	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
16	Fire Extinguishers	Dry-Powder - 12-KG Fire Extinguishers	3 x 0.75 FT	12 KG	8	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
17	Communication Radios	Intrinsically-Safe - Hand-held Motorola Communications Radios (20-KM Range)	0.75 x 0.5 FT	1.0 KG	8	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award

S/N	PROJECT EQUIPMENT	PROJECT EQUIPMENT	EQUIPMENT	EQUIPMENT	NOS. TO	OPERATING /	EQ INSPECTION	EQUIP PRE-MOB
	NAME / TYPE	DESCRIPTION	DIMENSIONS (FT)	WEIGHT (KG)	BE MOBBED	STAGING AREA	LOCATION	INSPECT (Y/N & DATE)
18	Intrinsically-Safe Camera	Intrinsically-Safe Digital Camera	0.75 x 0.5 FT	1.5 KG	2	Approved Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
19	Air & Suction Hoses	Approved Air & Sludge Suction Hoses & Non-Sparking Couplings & Accessories	3/4", 2", 3" & 4" Sections 20M Each w/ Couplings	30 KG	30	Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
20	Hose Basket	Open-Topped, Container-Sized Hose Basket to Convey All Hoses to Site	20 x 5 x 4.5 FT	Empty = 2,000 KG	1	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
21	Tools & Tool Box	Intrinsic Work Tools - Brass Non-Sparking Buckets, Hammers, Shovels, Scrapers & Packers	Various	50 KG	12 Each	Tanks	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
22	Equipment Transport Containers	2 x 20-FT Containers to Transport All Project Equipment - 1 Stays on Site & Other Returns	20 x 5 x 8.5 FT	Empty = 2,300 KG	2	Only 1 Remains in Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
23	Sludge Spill Emergency Response Mop-Up Equipment	2 x 400-L Recovery Drums filled with Absorbant Pads, Rolls & Boom, with Opening Tops	3.25 x 2.5 FT	75 KG	4 Drums	Tank & Skip Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
24	Emergency Response Bio-Surfactant	4 x 250-Liter Plastic Drum of Bio-Degradable Bio-Surfactant to Clean-up Any Spills	3.25 x 2.5 FT	200 KG	4 Drums	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
25	Other Various Small Equipment & Materials for Job Performance	Various Tools, Materials & Small Equipment Necessary for the Proper Job Performance	8 x 4 FT	250 KG	Various	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
26	Waste Skips	Locking-Topped Steel Waste Skips - For Waste Sludge Containment & Transport to WM Facility	1.73M x 1.55M x 0.87M	Empty = 1,230 KG	20 - 30	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
27	1st Aid Box & Contents	1st Aid Box with All Bandages, Drugs & Chems	3 x 2.5 x 2 FT	10 KG	2	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
28	On-Site Warning Signs	Various HSE & Warning Signs - Strategically Placed across Work Site - ID Work Zones	1M x 1M	40 = 10 KG	40	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
29	On-Site Emergency Alarms	On-Site Emergency Alarms (Sirens)	2 x 1 x 1 FT	4 KG	2	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
30	Safety Harnesses	Down Tank - Entrants Safety Harnesses	3 x 2 x 0.33 FT	2.0 KG	6	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
31	BA Waist Belts	Breathing Air Waist Belts	4 x 2 x 0.33 FT	1.5 KG	6	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
32	BA Hose Trolley	Rolling Breathing Air Hose Trolley	4 x 3 x 2.5 FT	40 KG	2	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
33	Diesel Fuel - Hand Pump	Portable & Manual Diesel Fuel Hand Pump	1.5 x 1 x 1 FT	6 KG	2	Laydown Area & Tank Areas	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
34	IBTC Fuel Storage Tanks (1,000 - Liter Capacity)	Portable IBTC Fuel / Waste Oil Storage Tanks	4 x 4 x 4 FT	Empty = 5 KG	6	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award
35	Emergency Stretcher	Approved Personnel Recovery Stretcher	7.5 x 4 FT	3 KG	1	Laydown Area	SWDA Warehouse Kidney Island, PHC	Y = Pending Award

TABLE 3 - SWDA - RENAISSANCE 18-TANKS CLEANING PROJECT - KI PRE-MOB CONSUMABLES LIST
SWDA - RENAISSANCE TANK CLEANING PROJECT - KI CONSUMABLES PRE-MOB INSPECTION LIST - 17-7-2026

S/N	DESCRIPTION OF CONSUMABLE MATERIALS	TYPE OF CONSUMABLE MATERIALS (PPE / HSE)	NOS. REQ'D FOR PRE-MOB	CONSUMABLES INSPECTION LOCATION	PRE-MOB INSPECTION (Y / N & DATE)
1	Fire-Retardant Coveralls (SWDA-Branded)	Personal Protective Equipment (PPE)	86	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
2	Disposable Coveralls (Tyvek Suits)	PPE	1,000	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
3	Vented Hard Hats (White - PPE)	PPE	45	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
4	Eye Goggles (PPE)	PPE	50	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
5	Ear Protection (Muffs)	PPE	50	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
6	Safety Boots (Steel-Toed - PPE)	PPE	43	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
7	Rain Gear (Up & Down) & Rubber Boots	PPE	43	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
8	Surgical Hand Gloves (Box of 100)	Health, Safety & Env. (HSE) Equipment	20	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
9	Cotton Hand Gloves (Pairs)	HSE	480	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
10	Rubber Hand Gloves (Pairs)	HSE	100	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
11	Red Heavy-Duty Hand Gloves (Pairs)	HSE	64	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
12	Mechanix Gloves (Pairs)	HSE	64	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
13	1/2-Face Respirators & Cartridges	HSE	12	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
14	Full-Face Respirators & Cartridges	HSE	12	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
15	Large Morning Fresh	Consumable Material (CM)	20	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
16	Large Dettol Disinfectant	CM	12	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
17	Large Antiseptic Disposable Wipes	CM	20	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
18	Wire Brush - Non-Sparking	CM	10	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
19	Yellow / Red Caution Tape (7cm x 100M Roll)	HSE	5	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
20	Grey Duct Tape (Rolls)	CM	5	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
21	Industrial Bags (10 Pieces / Bag)	CM	15	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
22	Large Woven Waste Bags (1 Tonne)	CM	50	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
23	Emergency Eye Wash Stations	HSE	2	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
24	1st Aid Box Contents	HSE	2	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
25	Metallic 4-Minute Epoxy Glue	CM	4 Sets	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
26	15W40 Engine Oil (25L)	CM	2	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
27	Lube Oil Spray (WD-40)	CM	8	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
28	Rechargeable "AA" Batteries for Torch Lighths	HSE	24	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
29	Charger for Rechargeable "AA" Batteries	HSE	4	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
30	Marine Rope (1/2" x 100M)	CM	8	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
31	Scissors	CM	4	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
32	Tools - 24" & 36" Pipe Wrench	CM	4	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
33	Tools - Combo Spanner (24"/27"/30"/32"/36")	CM	2	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
34	Tools - 12" & 18" Adjustable Spanners	CM	4	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
35	Absorbant Pads (100 per Bag)	HSE	20	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
36	Absorbant Rolls (100 M)	HSE	4	SWDA Warehouse Kidney Island, PHC	Y - Pending Award
37	Absorbant Booms (6 per Bag)	HSE	2	SWDA Warehouse Kidney Island, PHC	Y - Pending Award

TABLE 4

SOUTH WEST DESIGN AFRICA LIMITED (SWDA) - KEY 18-TANK CLEANING PROJECT PERSONNEL LIST - 17-7-2026

RENAISSANCE CONTRACT NO.: CW-68582 - Provision of Tank Cleaning, Sludge Treatment & Oil Recovery Services at Selected Renaissance Facilities across Nigeria.

S/NO.	COMPANY PROVIDING & COY TITLE	PERSONNEL NAME	PERSONNEL DISCIPLINE	PERSONNEL LOCATION	YEARS OF EXPERIENCE	NIGERIAN (N) OR FOREIGNER (F)	CV PROVIDED (YES / NO)
1	SWDA - COO / ED & Project Director Former USEPA On-Scene Coord. (OSC) & ER	Engr. Ned Jessup, P. E.	Project Director	Abuja, Nigeria	44+	F	YES
2	SWDA - Industrial Services Lead	Engr. Wayne Bayman	Tank Clean Systems Director	Dublin, Ireland	26+	F	YES
3	SWDA - Industrial Operative	Engr. Joel Lloyd	Tank Clean Systems Operator 1	Wrexham, England	21+	F	YES
4	SWDA - Industrial Operative	Engr. Duane Jones	Tank Clean Systems Operator 2	Wrexham, England	20+	F	YES
5	SWDA - Engineering Manager	Engr. Rori Wekpe, P. E.	Civil / Structural / Env. Engr.	Abuja, Nigeria	42+	N	YES
6	SWDA - Regulatory Compliance Manager	Sonia Somuvie	Administrative & Regulatory Compliance Manager	Abuja, Nigeria	7+	N	YES
7	SWDA - Project Manager (PM)	Miracle Maduforo	PM - Field Supervisor	PHC, Rivers State	11+	N	YES
8	SWDA - Materials Manager (MM)	Martins Ndifon	MM - Field Supervisor	PHC, Rivers State	8+	N	YES
9	SWDA - Emer. Responder & Main Field Suprv.	Joseph Krobiri	Lead Field Supervisor	PHC, Rivers State	14+	N	YES
10	SWDA - Emer. Responder & Main Entrant Suprv.	Moses Ehinor	Lead Entrant Supervisor	Warri, Delta State	14+	N	YES
11	SWDA - Tank Cleaning / On-Site HSE Officer	Maxwell Wonuigwe	On-Site HSE Officer	Lagos, Lagos State	11+	N	YES
12	SWDA - Tank Cleaning / Polishing Entrant	Jeff Ofolomah	Tank Cleaning Entrant 1	PHC, Rivers State	7+	N	YES
13	SWDA - Tank Cleaning / Polishing Entrant	Danny Obi	Tank Cleaning Entrant 2	PHC, Rivers State	12+	N	YES
14	SWDA - Tank Cleaning / Polishing Entrant	John James	Tank Cleaning Entrant 3	PHC, Rivers State	10+	N	YES
15	SWDA - Tank Cleaning - Rescue Access Team	Botimi Matthew - Level 3	Rescue Access Team - RAT 1	PHC, Rivers State	8+	N	YES
16	SWDA - Tank Cleaning - Rescue Access Team	Onuoha Uma Onuoha - Level 3	Rescue Access Team - RAT 2	PHC, Rivers State	17+	N	YES
17	SWDA - Tank Cleaning - Rescue Access Team	Jefferson Oki Prince - Level 2	Rescue Access Team - RAT 3	PHC, Rivers State	7+	N	YES
18	SWDA - Waste Water (WW) Treatment Expert	Engr. Enite Wekpe	WW Treatment Prof. - 1	Lagos, Lagos State	34+	N	YES
19	SWDA - Lab QA / QC Manager	Engr. Ajayi Oluwole	Soil Remediation Prof. - 1	PHC, Rivers State	29+	N	YES
20	SWDA - Senior Hydrogeologist & Oil Plume Tracker - Former Ogoni Assessment UNEP Lead	Prof. Raphael Oyanyan	GW Remediation Prof. - 2	Yenagoa, Bayelsa	23+	N	YES
21	SWDA - Equip Transport & Maintenance Mgr.	Ernest Okorie	EQ Maintenance Manager	PHC, Rivers State	25+	N	YES
22	SWDA - Niger Delta & Ogoni Community Liaison Officer (CLO)	Joseph Obari	Community Field Supervisor	PHC, Rivers State	28+	N	YES
23	SWDA - LTDU Operator & Thermal Treatment & Recycling Expert	Jerry Monnitey	Soil Remediation Prof. - 2	PHC, Rivers State	25+	N	YES
24	SWDA - On-Site Field Nurse & 1st Aid Responder	Hannah Adewuyi	On-Site Nurse	Lagos, Lagos State	7+	N	YES
25-30	SWDA - On-Site Community Workers (6 per Site)	Various - Upon Award	Community Workers	PHC & Warri	5+	N	Pending

ATTACHMENT 1 – SWDA JOB HAZARD & SAFETY ANALYSIS (JHSA) – RENAISSANCE TANK CLEANING PROJECT

Risk Assessment Method Analysis:

1. Select the most realistic consequence.
2. Select the likelihood of occurrence with the current controls in place.
3. Determine category from risk matrix.
4. Achieve a Category I or II before proceeding with task.
5. Do not proceed with task if risk Category is III or IV.

Category	Consequence Severity	Likelihood
5	Fatality, Public Hospitalization, or Severe Health Effects	Frequent
4	Permanent Disability, Multiple Hospitalizations, or Major Health Effects	Probable
3	One or More Lost Time Workday Cases or Significant Health Effects	Rare
2	Medical Treatment with Restricted Duty or Medium Health Effects	Remote
1	Medical Treatment, Minor Health Effects, First Aid Case, or Less	Improbable

CONSEQUENCE	5	II	II	III	IV	IV
	4	I	II	III	III	IV
	3	I	II	II	III	III
	2	I	I	II	II	II
	1	I	I	I	I	II
		1	2	3	4	5
LIKELIHOOD						

Risk Categories		
IV 17-25	High	Mitigate with highest priority
III 12-16	Significant	Mitigate with Priority
II 5-10	Medium	Controls Verified - ALARP
I 1-4	Low	No Mitigation Required

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
Chemicals - Maintenance Oils, Cleaning Chemicals	Injury to personnel working in the area.	Hazardous Chemicals supplied in UN Approved Packaging. SDS Available. Permit to Work Inductions.	3	2	II	Trained Personnel (Safe Pass, Hazardous Chemical Safety Awareness, manual handling). Chemicals on Spill Pallet, Chemical Spill Kit, Appropriate PPE (Gloves, Coveralls, Safety Glasses) for routine work. Use Cartridge Filter Mask if pouring chemical from drum to tank.	3	1	I	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
Tank Cleaning Diluent – Crude Oil / Gas Oil, Detergent	Injury including fatal to personnel. Damage to property and environment.	SDS Available. Bunded Site. Permit to Work System.	5	4	IV	Automatic Tank Cleaning Employed. Tank under inert atmosphere (Nitrogen). ATEX Equipment utilised. Safe System of Work. Trained Personnel. Cordon off Works Area. Oil Spill Kit. All lines pressure tested prior to commencing works. O ₂ Monitoring – Automatic shutdown, if Oxygen level rises above 8%. Use ATEX pump to transfer product from pontoon + bonded hosing.	5	2	II	
Hot Surfaces, Hot Water and Steam	Injury to personnel working in the area.	Permit to Work System. Flame Retardant Coveralls & Gloves.	3	4	III	Trained Personnel (Safe Pass & manual handling), Wear heat resistant gloves when handling hot surfaces / equipment, Safety glasses or goggles. Cover hot pipes with protective covering where risk of contact.	2	2	I	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Works Cordon.				
Fire on Site	Injury including fatal to personnel. Damage to property and environment.	Permit to work. Fire extinguishers placed on site.	3	4	III	PERMIT TO WORK. Fire extinguishers placed on site.	3	2	I	
H₂S (Hydrogen Sulfide)	Asphyxiation – Death to Personnel.	Fixed Place H ₂ S Monitors and Alarms. Permit to Work System.	4	3	III	All persons wear H ₂ S Monitors, H ₂ S Awareness Training, Safety Glasses, Gloves. Use of Breathing Apparatus. Leave area on activation of RAEC carry out line breaking of their system. Work Permit. JSA.	3	3	II	
Live Services – Electricity, Steam, Nitrogen, Air	Injury including fatal to personnel. Damage to equipment and plant (explosion).	Permit to Work System. Site Induction. Site Supervision. Hot Work Permit. Pre-checks for Gases. HSIs.	4	3	III	Review works area prior to mobilisation and plan setup. Separate live services from personnel / moving plant / equipment where possible. Safe system of work. LOTO. Line breaking procedure. Works Cordon. O ₂ Monitors. Tested Hoses, Cables,	3	2	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Equipment. Inspect prior to use. Maintenance. JSA. Communication follow energy isolation.				
Electrical 220V, 400V 50Hz system	Injury including fatal to personnel. Electrocution. Damage to equipment and plant (explosion).	Permit to Work System. Electrical Inspections. Site Induction. Site Supervision. Hot Work Permit. Pre-checks for Gases. HSIs.	4	3	III	Minimal use of Cables. 220V and 400V Cables to ATEX Standard and Armoured or placed in cable trays. Cables inspected prior to use. Use bridges or barriers to where cables cross roadways / walkways. Electrical Breaker protection on system which will shut down system in event of cable failure / impact.	3 66	2	II	
Confined Space Entry (entry to top of Roof space while nitrogen purging)	Injury including fatal to personnel. Asphyxiation.	Stairwell & Ladder Access / Egress. Open Roof – Well Ventilated. CSE Permit to Work System. CSE Attendant Induction (RAEC).	5	3	III	Entry only permitted during daylight hours. Out of Hours by exception under authorisation. Safe System of Work. Rescue Plan. Trained CSE Operatives. SCBA, Escape Sets, 4 Gas Detectors. No Lone Working. RAEC to do initial gas test. Evacuate when Gas Detector Alarms or if CSE Attendant orders. O ₂ Remote Monitoring and Alarm System on Tank	5	2	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Cleaning Control Room. Signage (Nitrogen Hazard) to be erected when tank under Nitrogen. Inspect Equipment Prior to Use. Testing / Maintenance. No access under severe weather conditions. Monitor weather. No sources of ignition permitted. If roof drainage is blocked, use diaphragm or Gorman pump.				
Charging Tank with Nitrogen	Injury including fatal to personnel. Asphyxiation.	Permit to Work System. Gas Detectors (O ₂).	5	3	III	Check couplings for damaged gaskets and use "whip lash" wires. Secure the hose at the wind girder so no blockage due to flattened hose is possible. Nitrogen flow is monitored at the Suction module and shown on the BLABO computers. A 24-HRS Report is printed every morning 07:00 AM. The O₂% is monitored via a Draeger meter. The value is shown at the BLABO computers. An alarm will come up on the screen, if the O₂ level is above the operational value (Normally 8%). There are min. 2 ea. O₂ hoses installed. The one not in use is blown with compressed air to remove any condensate before	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						switching hoses on a regularly basis. STOP Nitrogen filling WHEN CREW REQUIRES ENTRY ONTO ROOF.				
Automatic Tank Cleaning Process – BLABO NME	Injury including fatal to personnel. Damage to Equipment and Plant.	Permit to Work System. Gas Detectors (O ₂). Site Induction.	5	3	III	Safe System of Work. O ₂ Monitoring on Plant and Tank. ATEX Equipment. Automatic Shutdown if O ₂ Levels increase above 8%. Tank purged with Nitrogen. Blockage on lines causes shutdown and alarm. Pressure Relief Valves (back to Receiving Tank). All equipment to be certified fit for purpose, ATEX-certified and inspected.	3	3	II	
Heater Operation	Injury including fatal to personnel. Damage to Equipment and Plant.	Permit to Work System. Gas Detectors (O ₂). Site Induction.	5	3	III	Heater is fitted with an "Automatic Back-flush" system that reverses the flow through the heater if the pressure drop exceeds the pre-set value. Heater is fitted with a Safety	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Valve, lifts at 6.5 bars. Steam inlet valve is controlled by a fast-reacting valve using a temp sensor located at the heater as reference. Alarm will be raised on the computers if temp exceeds pre-set values and steam valve closes. If control air is lost, then the steam valve closes (by spring force) and air-operated butterfly valves returns to their positions (NO or NC) thus by-passing the heater and ensuring free flow to the SNS. Steam lines in Module are covered for protection. STEAM HOSES & LINES OUTSIDE MODULE TO BE FENCED OFF.				
Distributors on Roof	Injury including fatal to personnel. Damage to Equipment and Plant. Spillage.	Permit to Work System. Gas Detectors (O ₂). Site Induction.	5	3	III	Valves will stay in position (double-acting actuators). SNS WILL STOP ROTATING.	3	3	II	
Booster Pumps	Injury including fatal to personnel. Damage to Equipment and Plant. Spillage.	Permit to Work System. Site Induction.	5	3	III	Alarm will be raised on the computers. Pumps cannot exceed 14 bar. Pressure will increase thus raising an alarm. Flow meter in Module 3 will show no or low flow. Non-return valve is installed after pumps. Module bottom is a sump fitted	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						with a drain valve. Electric motor will switch off, raising a "thermal" alarm. PUMP IS FITTED WITH A DOUBLE SEAL.				
Filter Cleaning	Injury including fatal to personnel. Damage to Equipment and Plant. Spillage.	Permit to Work System. Site Induction. Fire Fighting System.	5	3	III	PPE to be used appropriately. Use appropriate solids containers / drums. Any kind of lifting of heavy objects has to be done by two persons or by machinery. ANY FORMS OF IGNITION SOURCES ARE NOT ALLOWED TO BE CARRIED.	3	3	II	
Sampling at Sample Points	Injury including fatal to personnel. Damage to Equipment and Plant. Spillage.	Permit to Work System. Site Induction. Fire Fighting System.	5	3	III	PPE to be used appropriately. Use appropriate sampling containers. Sampling points shall be kept clean and tidy (good housekeeping). ANY FORMS OF IGNITION SOURCES ARE NOT ALLOWED TO BE CARRIED.	3	3	II	
Removal of BLABO Nozzles on Roof - to Facilitate dipping of tank whilst tank is under Nitrogen.	Injury including fatal to personnel. Damage to Equipment and Plant. Spillage.	Permit to Work System (CSE). CSE Attendant Induction (RAEC). Site Induction. Fire Fighting System. Stairwell & Ladder Access / Egress. Open Roof – Well Ventilated.	5	3	III	CSE Procedures to be followed. Full SCBA to be worn during this activity. Isolate BLABO System prior to commencing works. Ensure O ₂ level is <8%, and then shutdown Nitrogen System. Close local manual valve on Nozzle prior to disassembling. Carry out dip on tank, and then replace Nozzle securely using procedure.	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Proceed to next Nozzle.				
Laboratory Testing	Injury to Personnel, Burns, Inhalation of Haz Subs, Splash, Fire & Explosion.	Permit to Work System. Site Induction. Fire Fighting System.	5	3	III	PPE to be used appropriately. Use appropriate sampling equipment. Laboratory equipment and workplace shall be kept clean and tidy (good housekeeping). Any forms of ignition sources are not allowed to be carried.	3	3	II	
Tri-Decanter Operations	Injury including fatal to personnel. Damage to Equipment and Plant. Spillage.	Permit to Work System. Site Induction. Fire Fighting System.	5	3	III	Flame Retardant Coveralls. Hearing Protection. Keep door closed to Module 3. A vibration sensor will shut the decanter down. Auto torque function will increase conveyor speed to prevent blockage. If it occurs, then the motor will stop on Overload and raise an alarm. If the decanter stops, then 2 valves will switch in Module 3, directing the feed oil back to the tank (by-passing the decanter module). Alarm will be raised on computers. Solids will be wet and eventually oil will be transported via the conveyor to the solids container. Operator is present to monitor the operation and adjust the feed. Hydraulic oil tank level & temp is monitored and will shut the decanter down.	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
Recovered Oil Tank Ops	Spillage – Damage to Environment.	Permit to Work System. Site Induction. Remote Bund. Fire Fighting System.	3	2	II	Level sensors control the lobe pump, increasing or decreasing the pump speed to keep a constant level. If the level rises above the pre-set set point, an alarm will be raised. Pump will slow down and stop at pre-set set point to avoid "Dry run".	2	2	I	
Replacing Solids Container	Injury to Personnel Spillage – Damage to Environment. Damage to Plant & Equipment.	Permit to Work System. Site Induction. Remote Bund. Fire Fighting System.	4	2	II	Place IBC on Spill Pallet. Monitor filling of IBC and stop at circa 75% to avoid overfilling. Move filled IBC by Forklift. Ensure adequate supply of IBCs. Ensure IBCS are UN Approved.	72		I	
Forklift	Injury to Personnel Spillage – Damage to Environment. Damage to Plant & Equipment.	Permit to Work System. Site Induction. Remote Bund. Fire Fighting System.	5	2	II	Certified Forklift. Forklift Inspections. Trained drivers only. No fork riding. Safe use of forklifts. Flashing Beacons. Ensure load secure and safe.	2	2	I	
Refueling of Plant & Equipment – Diesel.	Injury to Personnel Spillage – Damage to Environment. Damage to Plant & Equipment.	Permit to Work System. Site Induction. Remote Bund. Fire Fighting System.	5	2	II	Designated PPE to be used appropriately. Conduct a toolbox talk prior to start. Contact supervisor and confirm what equipment is to be filled. Ensure correct fuel filling point on tank is identified. Place Spill Tray locally to collect any drips. Ensure Spill Kit is at hand at the point of filling. Place cordon across any hose	3	2	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						run where trip hazard or vehicular impact is possible. Check condition of hoses and all equipment prior to filling. Monitor filling at all times. All vehicles to observe speed limits, site rules and follow designated routes within the site.				
Working at Heights	Injury including fatal to personnel.	Walkways, Platforms & Safety Gates. Scaffold Requirements Identified at Planning. Induction. Permit to Work.	5	2	II	Safe System of Work. Cordon of Works Area during Lifting Ops. Tool Tethers. Scaffold erected with toe-boards. Load Inspected Prior to lifting. Slings, Banksman.	3	2	II	
Moving Plant & Equipment	Injury including fatal to personnel.	Site Roads. Signage. Speed Limits (25KPH general & 5KPH in process area. Drivers with Licenses only. Vehicle Passes. Approved Vehicles. Contractors Carpark. Visitors Carpark.	5	2	II	Segregation of People / Vehicles where possible. Banksman for all moving equipment / plant. Reverse In / Drive Out Policy. Reverse Parking & Dedicated Car Parking Areas. All plant to have flashing beacons and reversing beeper.	3	2	II	
Access to Tank Roof	Injury including fatal to personnel. Falling from Height.	Roof Access Ladder.	3	2	II	Classified as Confined Space when filling with Nitrogen. Confined Space Attendant Required. Follow CSE Procedures.	3	2	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Access to Tank under normal conditions is via Escape Set and 4 Gas Detection. When accessing for activity requiring SCBA, the entry team will don SCBA when on tank roof before activity commences. When accessing tank roof under abnormal conditions (rescue) access via crane and man basket.				
Asbestos – if suspected or found	Asbestosis. Respiratory Disease.	Asbestos Register. Asbestos Management Plan. Permit to Work System. Asbestos HSI.	3	3	II	Asbestos Refurbishment / Demolition Survey. Safe Removal Techniques (Shadow Vac, Wetting Agent), Training, PPE, RPE, Face Mask Fit Testing. Asbestos Decon Unit & Enclosure. Client to provide for safe removal of asbestos gaskets, unless put onto our Scope of Works. Notify RAEC Safety Team immediately.	3	2	II	
Line Breaking - Opening Pipelines / Flanges – Crude, Gas Oil, Other Fluids, Gases	Injury to personnel. Damage to Equipment and Environment.	Permit to Work. Site Induction. Hot Work Permit. Energy Isolation. Gas Detection.	3	4	III	RAEC to carry out line breaks of their equipment. LOTO on equipment prior to line breaking. Drain lines. Ensure Pressure Gauge is at zero, Spill tray under break,	3	2	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						PPE – Visor / Goggles. JSA & Work Permit. AR to assist in provision of ADR Combination Unit where required to provide drain-down of lines. RAEC to bond hosing in such circumstances.				
Removal of Solids from Tank (via Tank Entry) – Post Water Wash	Injury including fatal to personnel. Damage to Plant and Equipment.	Permit to Work System. Site Induction. CSE Attendant Training. RAEC LOTO. Remote Bund. Fire Fighting System.	5	3	III	Vent Tank Prior to Entry. CSE Permit. Confined Space Attendant on tank watch at all times during entry. Follow CSE HSI. Commence works when LEL is ~5% or less. Ensure LEL is less than 10% at all times. Suspend works and vent if higher than 10%. Follow CSE HSI. Water temp 60 degrees C. Gas Detection, Escape Sets, Filter Masks / Alba / SCBA. Jetting Lance with auto shutoff. Emergency Shutoff Buttons. Use Mechanical methods of removal (jetting & suction). Rotate Entry Personnel to prevent exhaustion. Ensure all hosing / equipment is in good working order. Adequate Lighting. When personnel changeover occurs, shut down jetting machine before.	5	2	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Make sure new operators makes visual contact with jetting operator before approaching.				
Transfer of Waste from ADR Combination Unit to IBCs / Drums	Injury including fatal to personnel. Asphyxiation, Spillage.	Permit to Work System. Site Induction. RAEC Earthing. Remote Bund. Fire Fighting System.	5	3	III	ADR Vehicles. Safe System of Work. Gas Detectors. Trained Operatives. Ensure IBC is empty and valve is securely closed and capped prior to filling. Carry out transfer in bunded area. No Lone Working. RAEC to do earthing. Use remote techniques for removing solids. Rotate roles to avoid exhaustion. Inspect Equipment Prior to Use. Testing / Maintenance. Monitor transfer at all times. No sources of ignition permitted.	5	2	II	
De-Mobilisation of Automatic Tank Cleaning Equipment – Dismantling Pipes, Hoses & Cables	Injury including fatal to personnel. Damage to Plant and Equipment.	Permit to Work System. Site Induction. RAEC LOTO. Remote Bund. Fire Fighting System.	5	3	III	Flush pipes with hydrant water. Drain water-to-water treatment plant using a membrane pump. Use spill trays when opening joints. During manual handling of equipment: Assess the lift, use proper lifting techniques. Any kind of lifting of heavy pipes or cables has to be done by at least two persons. Electrical connections to Customer's power will be	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						disconnected by Customers' electrician (if not otherwise agreed).				
Emptying Skimming Tank and Decanter Tanks	Injury including fatal to personnel. Damage to Plant and Equipment.	Permit to Work System. Site Induction. RAEC LOTO. Remote Bund. Fire Fighting System.	5	3	III	Flush tanks with hydrant water. Drain water-to-water treatment plant using a membrane pump. Use spill trays when opening joints.	3	3	II	
Removal of Riser Pipe	Injury including fatal to personnel. Damage to Plant and Equipment.	Permit to Work System. Site Induction. RAEC LOTO. Remote Bund. RAEC Crane & Banksman. Fire Fighting System.	5	3	III	Watchman w / radio contact to Control Room at wind girder when personnel enter the roof. Access ways and work area shall be kept clean and tidy (good housekeeping). All equipment to be hoisted to work area (in secured bags and cases) before personnel access the work area. Use a harness when working at the wind girder if the hand railing condition is not adequate (subject to site risk assessment). Do not access tank roof under severe weather conditions (electrical and/or rainstorms). Evaluate weather conditions prior to job. Authorize person in charge to stop work, if weather conditions change to unacceptable level. Secure inner & outer riser pipe to prevent movement. RAEC to supply certified Crane and Banksman. Monitor Weather – Suspend	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						works if deemed unsafe.				
Lifting of Equipment from Roof	Injury including fatal to personnel. Damage to Plant and Equipment,	Permit to Work System. Site Induction. RAEC LOTO. Remote Bund. RAEC Crane & Banksman. Fire Fighting System.	5	3	III	Watchman w / radio contact to Control Room at wind girder when personnel enter the roof. Confined Space Attendant to be in place for CSE Work. Access ways and work area shall be kept clean and tidy (good housekeeping). Use a harness when working at the wind girder if the hand railing condition is not adequate (subject to site risk assessment). Do not access tank roof under severe weather conditions (electrical and/or rainstorms). Evaluate weather conditions prior to job. Authorize person in charge to stop work, if weather conditions change to unacceptable level. RAEC to supply certified Crane and Banksman. Monitor Weather – Suspend works if deemed unsafe. Cordon off Works.	3	3	II	
Packing Pipe Racks & Containers	Injury including fatal to personnel. Damage to Plant and Equipment.	Permit to Work System. Site Induction. RAEC LOTO. Remote Bund. RAEC Crane & Banksman. Fire Fighting System.	5	3	III	Safe System of Work. Cordon off Works. RAEC to supply certified Crane and Banksman. Monitor Weather – Suspend works if deemed unsafe.	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
Scaffold Access	Injury including fatal to personnel. Damage to Equipment.	Permit to Work System. Certified Work at Height Equipment. Training. Approved Scaffolders. Inspections.	4	3	III	RAEC to provide certified scaffold for our use, including carrying out weekly inspections. All modification required to be carried out by RAEC Scaffolders. Do not interfere with scaffold. Check Scaff-tag prior to use. Do not use scaffold if out of test. Exercise care and attention when using scaffold. Check load bearing of scaffold prior to placing any load on same. Report any defects.	3	2	II	
Loading of Containers and Equipment onto Transport Units.	Injury including fatal to personnel. Damage to Plant and Equipment.	Permit to Work System. Site Induction. RAEC LOTO. Remote Bund. RAEC Crane & Banksman. Fire Fighting System.	5	3	III	Work only with a valid working / entry permit. Designated PPE to be used appropriately. Conduct a toolbox talk prior to start. This includes also the crane driver and truck drivers. Instruct all personnel of proper behaviour when working inside zone 1 and with heavy lifting. Check condition of bund & road. Crane operator & truck drivers advice must be taken into consideration to avoid potential dangers. Client to carry out CBR Testing on ground to ensure it is suitable for crane operations and equipment laydown. Banksman required for all	3	3	II	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						maneuvering of vehicles. All vehicles to observe speed limits, site rules and follow designated routes within the site. Ensure that the crane fulfills refinery requirements, and that permit or entry can be obtained. Lifting plan and risk assessment to be provided by approved lifting contractor. Only skilled crane operator and crew allowed operating crane, attaching and detaching equipment, etc.				
						Appoint responsible person for monitoring around moving parts. Instruct personnel of dangers, and request vigilance behaviour. Make sure that all personnel are familiar with hand signs. Keep visual / radio contact between crane driver and Banksman at all times. Containers are loaded according to the lifting plan. Clear the lifting area. Only allowing competent and essential persons in area. Instruct all non-essential personnel to keep distance. Ensure proper securing of equipment. Setup ladders securely, use safety harness when in heights.				

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						Check and verify condition of lifting equipment prior to start of operation. Use tag lines to prevent swinging objects. Suspend operation immediately, if crane or other equipment shows indications of abnormal function. Assess the weather prior to commencing the work.				
Slips, Trips and Falls	Injury to personnel.	Permit to Work. Site Induction. Pedestrian Walkways.	3	1	I	Trained Personnel (Safe Pass & manual handling). Keep work area tidy at all times (clean as you go).	3	1	I	
Working and Interacting with Machinery	Injury to personnel. Entangled, trapped and run over, resulting in serious injury that could be fatal.	Permit to Work System. Pedestrian Walkways. Licensed Drivers only permitted. CSCS. Only competent staff are allowed to operate and maintain it. Maintenance records will be kept.	4	3	III	LOTO. Cordon off Works Area. Complete JSA. All machinery used will be properly maintained and guarded.	4	1	I	
Other Persons and Public	Injury to persons. Other personnel not involved in the operation (Staff or other contractors). Could be injured by our activities,	Permit to Work. Site Induction. Site Notices. Walkways. Speed Limits.	3	1	I	Segregate the working area from all other operational activities by physical barriers, and thereby eliminating other persons entering this area. Adequate warning signs will	3	1	I	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
	resulting in serious injuries.					be posted. Permit to Work. Cordon off Works Area. Complete JSA. Communication. Client to establish Pedestrian Crossing on roadway.				
Noise	Possible noise-induced hearing loss from the noise level created by the various operation – boiler, generator etc.	Permit to Work. Site Induction. Site notices. As part of the mandatory Personal protective equipment requirement, Hearing Protection must be worn when noise level is over 80dB.	4	1	I	All persons exposed to noise levels over 80dB will be required to wear hearing protection. Permit to Work. Cordon off Works Area. Complete JSA.	2	1	I	
Poor Weather and Light Conditions	Slips, trips and falls leading to injuries. Lightening.	Permit to Work. Daily Weather Reports. Wind Speed Gauge on Cranes and MEWPs. Wind Restrictions on Work. Fire-fighting facilities. Existing Plant Lighting.	3	4	III	Works to be carried out during daylight hours. Continue to assess weather conditions. Suspend work, if risk determines site is unsafe. Suspend works for short duration wet weather, if possible. In rainy conditions, safety glasses must only be worn when it is safe to do so. Where high winds are present,	1	3	I	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
						check with supervisor if risk of wind-blown debris. All works suspended during storms. Lighting on site. JSA. Communication. PPE.				
Interaction with On-Site Operations	Injury to Personnel.	Work Permit. Project Coordination.	3	4	III	JSA. Communication. Prior to any operation, a Work Permit will be completed, and this will involve an assessment of any particular operations in the area. Where any activity is identified as hazardous, staff will be instructed in the controls required, and the activity will be either segregated by physical barriers or shut down for the duration of the works.	1	4	I	
Manual Handling	Injury to Personnel.	Permit to Work System. Site Induction. Crane & Banksman.	2	4	II	Forklift on Site. Manual Handling Training. Assess Loads prior to lifting. Use Mechanical Aids where necessary or available. Do not lift an item which is not safe to do so. JSA.	1	4	I	

HAZARD	RISK / EFFECT	EXISTING CONTROLS	Assessment			RISK MITIGATION	Residual Assessment			COMMENT
			C	L	RR		C	L	RR	
Waste Management	Spillages, Environmental Damage, Prosecution.	Permit to Work. IPPC - IED License.	3	3	II	Waste Management Plant. Classification of Waste. Analysis. Multi Region Waste Collection Permit. Licensed Transfer Station & Licensed Disposal Facilities. WTF used for Transports. TFS for Exports. DGSA.	1	1	II	
Environmental Contamination	Oil Leak, Chemical Leak leading to damage to environment and exposure to personnel and others.	Permit to Work System. SDS. Suitable Disposal Receptacles.	2	4	II	Plant & Equipment to be maintained regularly. Spill Kits On-Site. Spill Training. JSA. Permit. Care & Attention. PPE.	1	4	I	
Night Shift Work	Increased risk of injury due to poor lighting and fatigue.	Permit to Work.	4	2	II	No lone work allowed & 2 operators will always be present. Lighting to in installed in the work area. Area to be kept clear of obstructions & good housekeeping at all .	4	1	I	

ATTACHMENT 2 – SAFE & UNSAFE GAS LEVELS

Health Effects from Lack of Oxygen:

O ₂	Level Effects
23% + 20.8% 15-19.8% 12-14% 10-12% 8-10% 6-8% 4-6%	Oxygen enriched atmosphere. Normal level – Safe for Entry (± 0.2%). Oxygen deficient atmosphere – First Sign of Hypoxia, decreased ability to work strenuously. May induce early symptoms of coronary, pulmonary symptoms. Impaired judgement and breathing. Impaired muscle coordination. Rapid fatigue and faulty judgement & manifestation of Blue Lips. Mental Failure, fainting, unconsciousness, ashen face, blue lips & nausea. 6 Minutes = 50% probability of Death & 8 minutes = 100% probability of Death. Coma in 40 seconds, convulsions, respiration ceases & Death.

Lack of Oxygen leads very quickly to Unconsciousness and Death.

Safe Gas Levels:

Gas Type	Upper Limit	Lower Limit
Oxygen	21.5	19.8
Flammable	5%	0%
H ₂ S	5ppm	0ppm
Other-		

Nitrogen can replace Oxygen, and so an enriched Nitrogen environment will have Oxygen deficiency effects on personnel.

Health Effects from Concentrations of Carbon Dioxide:

CO ₂	Level Effects
0.3%	Normal Level – Safe for Entry ($\pm 0.2\%$).
1-1.5%	Slight effect on chemical metabolism after exposures of several hours.
3%	Gas is weakly narcotic, giving rise to deeper breathing, reduced hearing ability, headache, increase in blood pressure and pulse rate.
4-5%	Stimulation of the respiratory centre occurs resulting in deeper and more rapid breathing. Signs of intoxication will become more evident after 30 minutes exposure.
5-10%	Breathing becomes more laborious with headache and loss of judgement.
10-100%	Unconsciousness will occur in under one minute, and unless prompt action is taken, further exposure to these high levels will eventually result in Death.

High levels of Carbon Dioxide leads very quickly to Unconsciousness & Death.

**ATTACHMENT 3 - VARIOUS SWDA POSTABLE TANK SITE CLEANING PROJECT –
SITE SAFETY & WARNING SIGNS**

**SWDA - SITE
SAFETY SIGNS FOR:
RAEC NME TANK
CLEANING PROJECT**

MUSTER POINT

SECURITY STATION

POTENTIAL EXPLOSION ZONE – NON-SPARK TOOL AREA

HARD HATS & SAFETY SHOE AREA

FIRE EXTINGUISHER

EYE WASH STATION

FIRST AID KIT

**NO
SMOKING**

**NO PPE /
NO ENTRY
AREA**

**NO
HORSEPLAY**

1ST AID STATION

**NO ENTRY OF
UNAUTHORIZED
PERSONEL**

DESIGNATED LAYDOWN AREA

EXCLUSION “HOT ZONE” (EZ)

CONTAMINATION REDUCTION ZONE (CRZ)

SUPPORT ZONE (SZ)

ATTACHMENT 4

SWDA HSE PERFORMANCE STATISTICS & KPIs – 2023 - 2025

HSE PERFORMANCE STATISTICS PARAMETER	YR 2023	YR 2024	YR 2025	HSE KPIs / YR
Total Man-Hours Worked (MHW)	13,104	15,216	16,475	N / A
Number of Fatal Injuries (FI)	0	0	0	0
Total Lost Time Injury Cases (LTI):	0	0	1	0
Total Medical Treatment Cases (MTC):	0	2	1	1
Total Restricted Work-Day Cases (RWDC)	0	0	0	0
Lost Time Injury Frequency (LTIF) *	0.00	0.00	0.00	0.00
Total Recordable Injury Frequency (TRIF)**	0.00	0.00	0.00	0.00
Total First Aid Cases	0	2	1	< 2
Near Misses / SWA Reported	1 / 32	2 / 31	1 / 28	< 2 / 40
Number of Fire Incidents, Other Emergencies & Environmental Impacts	0	0	0	0
HAZARD OBSERVATIONS	10	8	6	< 10

Evidence of KPI Reports:

January 2025 – Present: SWDA proudly highlights its operational achievements and performance milestones recorded across multiple Well Interventions and Off-Shore Service campaigns, reflecting strong technical capability, safety discipline and consistent delivery excellence.

Between 2023 and 2025: SWDA successfully executed several critical projects within OML 34 and Deep-Water Off-Shore FPSO Tank Cleaning & Sludge Mgmt. Programmes, delivering high-risk operations while maintaining exceptional safety and efficiency metrics & proper Project HSE Implementation and Reporting.

In 2023: SWDA performed Acid Stimulation Treatment operations at the Utorogu 26T Well in OML 34, where the program was completed with full technical success, achieving total scope delivery while maintaining zero Lost Time Incidents (LTI) and full compliance with safety and operational procedures. The execution demonstrated precise planning, effective risk management and reliable State-of-the-Art Down-Hole Well Intervention Equipment performance throughout the Well Intervention, Lifting and Optimization Programme.

Within the Same Year: SWDA delivered various Tank Cleaning, Sludge Treatment & Management Services on-board the Front Puffin FPSO. Despite the operational complexity associated with Confined Space Entry and waste handling activities, the Project was completed with zero Safety Violations, full environmental compliance and high operational efficiency. The campaign reinforced SWDA's ability to safely manage sensitive production facility services under extremely stringent & inflexible regulatory compliance and safety controls.

In 2024: SWDA further demonstrated its Well Intervention Services expertise during Acid Stimulation Treatment and Coiled Tubing Operations at Utorogu in Delta State for NEPL. The Integrated Intervention Campaign achieved complete technical objectives, supported by strong equipment reliability, uninterrupted operations and excellent safety performance. The Project recorded zero Lost Time Incidents (**LTIs**) while sustaining high operational up-time and procedural compliance across all phases of various Project Implementation Objectives execution.

During the 2024 / 2025 Operational Cycle: SWDA participated in the Chevron Agbami Field 4th Campaign involving FPSO Tank Cleaning Operations at the Agbami FPSO. The scope was executed with strict adherence to safety systems, procedural controls and permit-to-work requirements, accumulating a total of 15,216 -16,475 Man-Hours Worked with outstanding compliance metrics. Although the campaign experienced a Health-related Incident, it was a latent issue with No Project relativity, and the incident was determined to have resulted from personal health-related grounds and was not attributable to operational failure, safety breaches or procedural deficiencies. The project maintained a zero work-related Lost Time Incident (**LTI**) Record and achieved full task completion in line with contractual objectives. Across these campaigns, SWDA consistently demonstrated strong operational discipline, achieving high safety performance, excellent procedural compliance and reliable technical delivery. The Company's HSE Track Record reflects sustained operational efficiency exceeding industry expectations and reinforces its commitment to safety excellence, service quality and Client Value creation.

ATTACHMENT 5

SWDA – ON-SITE 1ST AID BOX ADMINISTRATION REGISTRY

S/N	ITEM	NO.
1	Bentadine (Disinfectant)	12 Pkts of 100 mls
2	Triangular Bandage	10
3	Examination Gloves	40
4	Safety Pins	40
5	Scissors	3 Pcs
6	Tab. Paracetamol	100
7	Plasters	2 Box
8	Caps. Imodium	20
9	Gentian Violet	2 Box
10	Nerves & Bone	2 Box
11	Cotton Wool 500gm	6 Pcs
12	Panadol Extra	4 Box
13	Panadol Ordinary	4 Box
14	Buscopam	4 Pkts
15	Examination Gloves	2 Boxes
16	Crepe Bandage – 10 & 15 CM	50 Pcs
17	Gauze Bandage - 5 & 10 CM	50 Pcs
18	Tetracycline	1 Box
19	Gauze Dressings (Packs of 10)	6 Packs
20	Emergency Eye Wash Station	2 Stations & Fluids

ATTACHMENT 6 – SWDA – PROJECT HOSPITAL RETAINERSHIPS



PATRONAGE AGREEMENT

THIS AGREEMENT is made this 28th day of May, 2024

Between **SOUTH WEST DESIGN AFRICA LIMITED** Whose Registration office is at **PLOT 6, BLOCK 110 OLUWA KAYODE JACOBS STREET, LEKKI PHASE 1, LAGOS STATE** (Hereinafter refer to as The Client) on the one part

AND **FIRST RIVERS HOSPITAL LIMITED, 7/9 OLD ABA ROAD, RUMUOMASI/250 ABA-PH EXPRESS WAY PORT HARCOURT** (hereinafter refer to as First Rivers Hospital) on the other part.

WHEREAS: The Client is desirous of patronizing First Rivers Hospital to provide medical services for its staff and their eligible dependants as listed in documents which has been provided and updated as when necessary.

NOW IT IS HEREBY AGREED AS FOLLOWS:

1. The Client shall patronize First Rivers Hospital who shall provide medical services for The Client's staff and their eligible dependants (hereinafter referred to as the BENEFICIARIES) at the First Rivers Hospital medical establishment(s) located at 7/9 Old Aba Road, Rumuomasi/ 250 Aba Express Way, Port Harcourt.
2. The patronage shall be governed by this agreement which shall take effect immediately from the 28th of May, Year 2024. For an initial term of 12 months or for such other period that First Rivers Hospital and The Client shall by mutual consent extend or renew, and shall continue thereafter until terminated as hereinafter provided.
3. This agreement shall be governed and regulated by the conditions, provision and tariffs structure as spelt out in the FIRST RIVERS HOSPITAL LTD MEDICAL SERVICES TARIFF made available to The Client.
4. First Rivers Hospital shall provide the Client on request, certain information about the facilities available at his establishment (e.g. The name(s) and qualifications/specializations of Doctor(s), The scope of services and the working hours).
5. First Rivers Hospital shall ensure that all beneficiaries referred to the establishment(s) are attended to with utmost care, skill and attention; and that treatments are limited to benefit schedule detailed in the plan provided to First Rivers Hospital by The Client.
6. The Client shall pay all medical bills incurred by any beneficiary referred to First Rivers Hospital Account provided and FOR THIS PURPOSE:
 - a. List of beneficiaries and authorization of treatment procedure shall be provided to First Rivers Hospital, or sending a beneficiary to First Rivers Hospital with an authenticated letter of introduction shall be sufficient evidence that The Client accepted to pay for the medical services rendered to such beneficiary.

MEDICAL SERVICE PATRONAGE AGREEMENT

FIRST RIVERS HOSPITAL LTD PH.

- b. Bills of services rendered to beneficiaries shall be made available to The Client in the specified format within agreed period.
- c. Queries on or objections to bills or any parts thereof raised by The Client should be sent to First Rivers Hospital within **15 days** from the date such bills get to the notice of The Client or any of the designated representatives. Otherwise, such bills are to be deemed accepted.
- d. Bills accepted or deemed to be accepted shall be paid not later than 45 days from the date bills get to the notice of The Client or any of the designated representatives after which the amount on such bills shall begin to attract interest at the rate of 10% per month.
- e. Should the arbitral award be contested by The Client (in the case of default in payment) in a regular court of law in line with the provisions of the Arbitration & Conciliation Act, CAP. A18, Laws of the Federation of Nigeria 2004, the client shall bear the additional cost incurred by First rivers Hospital.
- f. Either party may terminate this agreement by giving three months' notice in writing to the other, which said notice shall be delivered at the last known addresses of the parties. Any outstanding obligation on either party must be fully settled prior to the effective day of termination.

Signed and sealed on behalf of First Rivers Hospital This 28th day of May, 2024

Name

Mrs. A. ADEGBOYE

Dr. Nuhu Pam

Designation.

General Manager

Designation.

Chief Clinical Officer

Signature

[Signature]

Signature

[Signature]

Signed and sealed on behalf of The Client This 28th day of May, 2024

The Client's Representatives.

Name

GLADWIN MOSKOWE

MARYANN ILEJIRIKWA

Designation.

MD/CEO

Designation.

HUMAN RESOURCES

Signature

[Signature]

Signature

[Signature]

MEDICAL SERVICE PATRONAGE AGREEMENT

**HEALTHCARE / MEDICAL SERVICES
AGREEMENT**

BETWEEN

**PRESTON HOSPITAL LIMITED
20, OLAITAN SEBANJO STREET, OFF
ADMIRALTY WAY, LEKKI PHASE 1,
LAGOS STATE**

AND

**SOUTH WEST DESIGN AFRICA
6B OLUWA KAYODE CRESCENT LEKKI, LAGOS.**

This **HEALTH CARE/MEDICAL SERVICE Agreement** is made this day of
..... 2023

BETWEEN

PRESTON HOSPITAL, a Company registered in Nigeria, having its business
address at 20, Olaitan Sebanjo Street, Off Admiralty Way, Lekki Phase 1, Lagos
State on **ONE PART**

AND

SOUTH WEST DESIGN AFRICA, a company registered in Nigeria, having its business

address at 6b
OLUWA KAYODE CRESCENT LEKKI, LAGOS.

State, of the **OTHER PART**.

WHEREAS:

- **SOUTH WEST DESIGN AFRICA** is an Industry in the Engineering Sector.
- **PRESTON HOSPITAL** is a Medical Practice/Medical Service Provider, with qualified medical personnel which offers medical services, to both private and corporate individuals and entities.
- **SOUTH WEST DESIGN AFRICA** wishes to engage the services of **PRESTON HOSPITAL** to provide medical services to its **Employees and their accredited Dependents or Recipients** for a period of four (4) years, subject to the terms and conditions herein contained.
- **Scope and Terms of Agreement**
 - The purpose of this Service Agreement is to outline the medical package offered by **PRESTON HOSPITAL**, and to specify the manner in which **SOUTH WEST DESIGN AFRICA** would access the service and the obligation of the **PROVIDER**.
 - This Service Agreement shall be valid for a period of 4 years from the date set forth herein.

- **Obligations of the HEALTHCARE PROVIDER**

The duties and scope of the services of the **HEALTHCARE PROVIDER** shall be to:

- Render required quality medical/healthcare treatment to **SOUTH WEST DESIGN AFRICA** and/or Referred Employees and their accredited Dependents or recipients. Such treatment shall include but not be limited to the following:

- Registration/consultation
- Provision of prescribed OPD drugs
- Routine laboratory examinations
- Emergencies
- Out-patient services
- Diagnostic services
- Specialist care services
- In-patientcare

- Render healthcare/medical services to **SOUTH WEST DESIGN AFRICA** /Dependents or recipients as listed on the document (Hospital Referral Paper) that **SOUTH WEST DESIGN AFRICA** may forward from time to time to *PRESTON HOSPITAL*.
- Render any other medical/healthcare services as advised and agreed with **SOUTH WEST DESIGN AFRICA** in accordance with the terms of this Service Agreement.
- Render healthcare/medical services to visiting Staff/Recipients of **SOUTH WEST DESIGN AFRICA** (with authorization from the company) not on the list and such bills shall be forwarded to **SOUTH WEST DESIGN AFRICA**.
- Exercise all due reasonable professional competence at all times making the well-being of the patient a priority.

IN WITNESS WHEREOF PARTIES have set their Seals and or Hands on the Day, Month & Year first above Written.

SIGNED, SEALED AND DELIVERED

By within named: PRESTON HOSPITAL

Name: ADELEYE HANNAH A.

Designation: HMO OFFICER/RETAINERSHIP MANAGER

Signature: [Signature] Date: 13/04/2023

IN THE PRESENCE OF:

Name: Ukpoko Susan Foma

Address: 20 Olaitan Sesanjo Street

Signature: [Signature] Date: 13/4/2023

SIGNED, SEALED AND DELIVERED

By within named: SOUTH WEST DESIGN AFRICA

Name: Obi Celestine

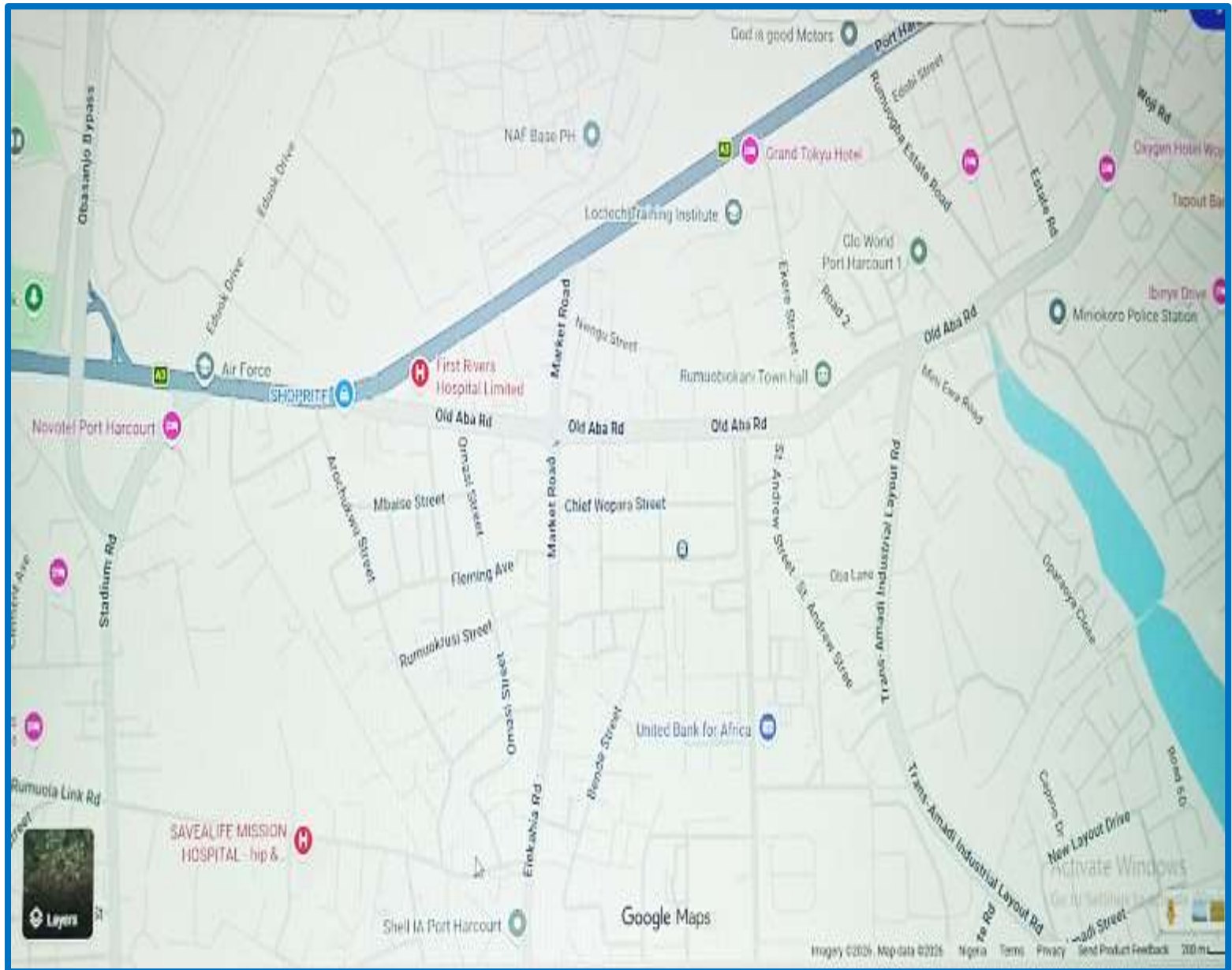
Designation: Admin Manager

Signature: [Signature] Date: 14/4/2023

IN THE PRESENCE OF:

Name: Adetoyese AdeOluwa

SWDA's – Port Harcourt, Rivers State Hospital Map



SWDA's – Lekki Phase 1, Lagos Hospital Map

