



Western Corridor Limited

Mutanda to Kaoma Road Project

Emergency Preparedness and Response Plan

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Table 1. Document Control

1. REVISION RECORD SHEET

Page	Revision	Description	Date
NA	00	First generated / Draft Issued	2025/03/20
NA	01	Revised – Added Preparedness measures to Plan (whole document), and aligned with international standards and guidelines	09/03/26
NA	02	Revised – AfDB review comments incorporated: New scenario entries (Wildlife, Missing Person, Food Poisoning); - Expanded definitions - AfDB OS4 added to regulatory table - Wildlife preparedness and response protocols (Sections 3.2.7, 4.2 E-11) - Security and infrastructure preparedness (Sections 3.2.8 – 3.2.9) - Food safety preparedness (Section 3.2.10) - Separated fire/explosion response (E-02a/b) - Community notification procedure; updated training and drills programme; DNPW and Zambia Met added; Biodiversity Action Plan referenced; incident reporting template headings added (Annexure A); operational phase EPRP scope note added (Annexure C)	29/04/26
01	03	Updated approval signatory section, added WCL Board members	2026/05/23

Table 2. Revision Record Sheet

2. INTRODUCTION

2.1. PURPOSE AND REGULATORY BASIS

This Emergency Preparedness and Response Plan (EPRP) establishes the preparedness posture and response protocols for all emergency scenarios that may arise during the construction phase of the WCL Mutanda–Kaoma Road Project (371 km, Western and North Western Provinces, Zambia).

The EPRP is a mandatory instrument under the following framework:

Instrument	Provision	Requirement
IFC PS 1	Para. 20–21	ESMS to include emergency preparedness and response measures proportionate to identified risks
IFC PS 2	Para. 24	Worker emergency procedures including medical response and evacuation
IFC PS 4	Para. 7–8	Community health, safety, and security risk management; emergency measures for community-facing hazards
IFC General EHS Guidelines	Section 3.6	Emergency preparedness and response program
AfDB OS1	Section 4	Environmental and social risk management including emergency scenarios
AfDB OS4	Sections 27 - 28	Pollution prevention, hazardous materials management, and emergency preparedness requirements for projects with potential environmental release risks
Zambia Environmental Management Act, 2011	Section 104	Notification to ZEMA within 24 hours of environmental incident
Zambia Occupational Health and Safety Act, 2010	Part VI	Employer emergency preparedness obligations
Voluntary Principles on Security and Human Rights (VPSHR)	Entire	Security arrangements; use of force; community safety interface

The EPRP applies to all EPC lots, all site camps and facilities, and the full project corridor. It is a pass-down obligation into all EPC contracts via the ESMP schedule. Where a client or owner has an existing Emergency Procedure, the Contractor's relevant manager may adopt it subject to:

- review confirming adequate protection for personnel and equipment;
- clear definition of responsibilities;
- and communication and training of requirements to all personnel

2.2. DEFINITIONS

Term	Description
Emergency	Any event arising internally or from external sources which may adversely affect persons or the community generally and which requires an immediate response.
Emergency Preparedness	The proactive measures, resources, training, and systems put in place prior to an emergency occurring to enable effective response.
Incident Commander (Emergency Evacuation Controller)	The designated person with overall authority to initiate and coordinate the response to emergency situations. For project sites, this role is held by the Construction Manager or most senior manager on site.
Deputy Incident Commander (Emergency Evacuation Coordinator)	Deputy to the Incident Commander; assists in management of the emergency and performs responsibilities as delegated. Conducted by the HSE Manager or nominated deputy.
Emergency Response Team (ERT)	The designated team responsible for establishing, maintaining, and executing Emergency Response Procedures and Evacuation Plans, and for appointing Emergency Wardens.
Near Miss	An unsafe act or condition where persons could have been injured or put in danger, property or equipment damaged, or a major accident caused, but where no injury or loss actually occurred. Near misses must be investigated and controlled to prevent recurrence.
Persons with Special Needs	Persons having physical, intellectual, visual, or auditory disabilities or impairments, either temporary or permanent, requiring specific assistance during evacuation.
Project Affected Person (PAP)	Any person whose livelihood, assets, or access to resources is adversely affected by the project — relevant to community-facing emergency communications and social emergencies.

Lost Time Injury (LTI)	A work-related injury where the injured person cannot return to work the following day.
Reportable Injury	Any injury resulting in: fractures or amputations; temporary or permanent disablement; unconsciousness or asphyxiation; or absence from work exceeding 14 days.
Incident	An unplanned event or chain of events which has resulted, or could have resulted, in injury, ill-health, damage, or loss. Includes accidents, near misses, and dangerous occurrences.
Incident Report	A formal written record documenting the nature, circumstances, consequences, root cause, and corrective actions arising from an incident. Required for all L2 and above incidents within the timeframes specified in this EPRP and applicable regulations.
Root Cause Analysis (RCA)	A structured investigation methodology applied following an incident to identify the underlying systemic causes (not merely the immediate cause), so that effective corrective and preventive actions can be implemented to prevent recurrence.
Non-Conformance (NC)	A deviation from a specified requirement, procedure, standard, or approved plan. Non-conformances identified during incident investigations are tracked and closed out through the NCR register managed by the HSE Manager.
Corrective and Preventive Action (CAPA)	Actions taken to eliminate the cause of a non-conformance or incident (corrective), and actions taken to prevent recurrence of a potential non-conformance (preventive). CAPAs are assigned, tracked, and reported to WCL Management following incident investigations.

2.3. EMERGENCY SCENARIO REGISTER AND RISK CLASSIFICATION

2.3.1 SCENARIO REGISTER

#	Emergency Type	Key Triggers / Examples	Applicable IFC PS
E-01	Medical Emergency	Serious injuries, fatalities, disease outbreak (malaria, cholera), occupational illness, sickness	PS2, PS4
E-02	Fire and Explosion	Fuel storage fires, equipment fires, camp electrical fires, explosive materials	PS2, PS3
E-03	Hazardous Substance Spill	Fuel/oil spill to watercourse, chemical release, cement slurry discharge	PS3, PS6

E-04	Flooding / Natural Disaster	Western Province seasonal flooding, flash flooding of road corridor, severe storms, lightning	PS1, PS4
E-05	Security Incident	Armed attack, civil unrest, theft, kidnapping, bomb threat, GBV/SEA incident	PS2, PS4, VPSHR*
E-06	Infrastructure Failure	Bridge/structure collapse, embankment failure, scaffold or excavation collapse, equipment catastrophic failure	PS2, PS4
E-07	Social Emergency	Community conflict, labour dispute escalation, grievance escalation to unrest, worker strike	PS1, PS4, PS5
E-08	Transport Accident	Heavy vehicle collision, dangerous goods transport incident, fall from heights	PS2, PS4
E-09	Environmental / Heritage	Chance Find during excavation, protected species incident, wetland contamination	PS6, PS8
E-10	Public Health Outbreak	Communicable disease spread from workforce to community (HIV, COVID-19, malaria, mpox)	PS2, PS4
E-11	Wildlife Encounter / Road Kill	Attack by wildlife (elephant, hippo, crocodile, snake, large predators); wildlife road kills; entrapment or injury of wildlife on construction site; disturbance of protected species or habitats within Game Management Areas traversed by the project corridor	PS4, PS6, AfDB OS4
E-12	Missing Person	Worker or visitor unaccounted for following roll call, evacuation, or shift handover; disappearance in remote corridor sections; suspected accident in isolated terrain or body of water	PS2, PS4
E-13	Food Poisoning	Gastroenteritis or foodborne illness arising from improper storage, preparation, or handling of perishable foodstuff at site camps; mass food poisoning event affecting multiple workers	PS2, PS4

*VPSHR - Voluntary Principles on Security and Human Rights

2.3.2. INCIDENT CLASSIFICATION AND ESCALATION

Level	Classification	Criteria	Response Authority
L1	Minor / First Aid	Localised; no off-site impact; first aid treatment only; injured person may continue work same day	Site Supervisor / HSE Officer

L2	Moderate / Medical Treatment	Site-wide impact; medical treatment beyond first aid required; potential external notification; Lost Time Injury	HSE Manager / Site Manager
L3	Major / Reportable	Off-site or community impact; external emergency services required; regulatory notification triggered; Reportable Injury	Incident Commander (Construction Manager / Project Manager)
L4	Critical / Fatality	Life-threatening; fatality; major environmental release; community safety threat; media / lender notification required	Incident Commander + WCL Management + Lender Notification

Lender Notification Trigger: All L3 and L4 incidents must be reported to Lenders within **24 hours** of occurrence. A flash report must be issued to WCL within **2 hours** of any L3/L4 incident.

Golden Rule: STAY CALM - DO NOT PANIC. All personnel are required to respond in a controlled and disciplined manner. Irresponsible behaviour or communication during an emergency aggravates risk rather than reducing it.

2.3.3. EMERGENCY RESPONSE ORGANISATION

2.3.3.1. Emergency Response Team (ERT) — Roles and Responsibilities

Role	Position	Key Responsibilities
Incident Commander	Construction Manager / Project Manager	Overall coordination; decision authority; resource mobilisation; external agency liaison; lender notification; reporting to WCL Management
Deputy Incident Commander	HSE Manager	Field operations command; steps up if Incident Commander is unavailable; supports Construction Manager in resource deployment
Safety Officer / Warden	HSE Officer / Appointed Wardens (per site area)	Personnel safety; evacuation coordination; hazard assessment; roll call; missing person reporting
Medical Officer	Site Nurse / Designated First Aider	First aid; medical evacuation coordination; health surveillance; liaison with medical services
Environmental Officer	Environmental Manager / ECO	Environmental incident containment; ZEMA notification; heritage incident management; chance find response

Security Coordinator	Security Manager	Security incident response; VPSHR compliance; coordination with police and authorities; lockdown
Community Liaison Officer	Community Relations Manager	Community notification; grievance management; Traditional Authority and District Commissioner liaison; media communications
Logistics Coordinator	Operations Manager	Equipment, transport, and resource deployment; emergency vehicle management

A sufficient number of Emergency Wardens must be appointed proportionate to site size and workforce distribution. Wardens are responsible for their designated area during evacuation:

- searching the area,
- guiding personnel to assembly points,
- and reporting to the Incident Commander on missing persons.

First Aid personnel and Security Staff, while not formally appointed as wardens, are integrated into the ERT to perform specific tasks aligned to their skills and certifications.

2.3.3.2. EPC Contractor ERT Integration

Each EPC Contractor is required to maintain a site-level ERT aligned to this EPRP. The Contractor's Emergency Response Coordinator reports to the WCL Incident Commander during active incidents. Contractor ERT details - including names, roles, and contact numbers — must be submitted in each Contractor EPRP and updated within 48 hours of any personnel change. The Contractor's Supervisor for each work section is responsible for ensuring all personnel in their section have assembled at the assembly point and are accounted for during any evacuation.

3. Emergency Preparedness Measures

3.1 SITE-SPECIFIC EMERGENCY PREPAREDNESS PLAN

Prior to commencement of work on any site, the appointed EPC Contractor shall develop and implement a site-specific Emergency Response and Evacuation Plan tailored to site conditions, developed in line with hazards identified during the risk assessment for that site. The plan shall consider:

- Types of unplanned events the site may encounter based on its location (floodplains, river crossings, remote terrain);

- Impact of restricted road access and remote locations on evacuation routes and emergency service response times;
- Existence and adequacy of emergency communication facilities, including alternative systems if primary communications fail;
- Procedure for registering and recording all personnel for roll call purposes;
- Needs of persons with special needs, persons unfamiliar with emergency procedures, and persons with language barriers;
- Preferred travel options for emergency evacuation, including travel times to the nearest hospital. A graphical quick-reference guide showing routes, methods, and travel times shall be compiled per site camp;
- Each EPC Lot shall maintain at least one dedicated emergency vehicle per active site.

The Emergency Evacuation Plan shall be communicated to all personnel and posted prominently at site offices, camps, dining areas, and storerooms. A diagram showing evacuation routes and assembly points shall be displayed on site

3.2 GENERAL PREPAREDNESS REQUIREMENTS (PRE-INCIDENT)

3.2.1. EMERGENCY EQUIPMENT:

First aid kits, fire extinguishers and suppression systems, spill response kits (with absorbent materials, brooms, spades), emergency lighting, PPE reserves, oil clean-up equipment, Hi-Viz identification clothing, and emergency communication devices maintained at all sites and camps. Each site camp shall maintain at least one fully equipped ambulance, stocked and serviced to enable emergency medical treatment and transport of injured persons to the nearest appropriate medical facility. The Emergency Evacuation Coordinator maintains a register of all emergency equipment, verifying it is suitable for identified hazards, accessible, serviced, and in good working order.



3.2.2. LIGHTNING:

Construction and operation phase structures shall be sufficiently earthed for lightning protection as informed by a lightning risk assessment. Each site shall have a minimum of one lightning detector. On detection of lightning or hearing thunder, all outdoor activities shall stop immediately and personnel shall move indoors. Supervisors notify all workers. The Incident Commander or Site Manager determines when to suspend and when to resume outdoor activities. Personnel shall avoid tall isolated trees, hilltops, mobile cranes, and scaffolding; avoid open areas and bodies of water; and retreat to low-lying sheltered areas where no indoor option is available



Example of Portable Handheld Lightning Detector (*StrikeAlert*)

3.2.3. MEDICAL FACILITIES:

Each site camp shall identify and establish contact with the closest medical facility. A medical evacuation plan shall form part of the EPC Contractor EPRP, including:

- nearest hospital routing;
- air evacuation protocols where road access is limited or for serious injuries where the injured person cannot receive appropriate treatment in the territory;
- and the designated medical evacuation service and insurer contact details.

Where more than 10 employees are at any workplace, at least one person per 50 employees shall hold a valid first aid certificate.

The EPC Contractor shall enter into a Memorandum of Understanding (MoU) with an accredited medical facility in the vicinity of each site to provide emergency medical support.

A location map identifying all hospitals, clinics, and emergency medical facilities within reasonable reach of the project corridor shall be compiled per site area. The map shall include facility names, GPS coordinates, contact numbers, road routing, and estimated travel times from each site camp.

3.2.4. FLOOD RISK:

As a preventive measure, the EPC Contractor shall avoid establishing facilities such as site camps, material stockpiles, fuel storage areas, and other permanent or semi-permanent installations in flood plains and similar high flood risk areas.

The EPC Contractor must also liaise with the Zambia Meteorological Department to secure timely seasonal and short-range weather forecasts for the project and planning.

Prior to the commencement of the wet season (by 31 October each year), each EPC Contractor shall conduct a physical inspection (risk assessment), to identify all site installations, material storage areas, temporary structures, and work fronts potentially exposed to inundation. Where flood risk is identified, the Contractor shall implement documented mitigation measures — including relocation, elevation, bunding, or drainage improvements — proportionate to the identified risk level and submit a written confirmation of measures in place to the WCL Management for review and acceptance. During flood events, all personnel shall move away from riverine areas to higher ground; no vehicle or plant shall be driven into flooded roadways; and electrical safety protocols shall be observed.

3.2.5. STRONG WINDS:

All work at heights shall stop when wind speeds are deemed unsafe to work in. Scaffolding, temporary structures, roofing sheets, and loose materials shall be secured. Weather conditions shall be monitored continuously and no work at elevation shall be scheduled on days with high winds forecast.

3.2.6. HAZARDOUS MATERIALS:



Containment bunds at all fuel and chemical storage areas. Spill kits pre-positioned at storage and refuelling locations. Safety Data Sheets (SDS) available for all hazardous substances on site.

3.2.7. WILDLIFE ENCOUNTERS AND ROAD KILLS:

The project road corridor traverses Game Management Areas in Western and North-Western Provinces, Zambia. The following preparedness requirements apply to both construction and operational phases.

Awareness and Prevention: All workers shall receive wildlife awareness training prior to mobilisation and annually thereafter (see Section 8.1). Workers shall be informed of the species likely to be encountered along the corridor (e.g. elephant, hippopotamus, buffalo, venomous snakes) and trained in non-lethal avoidance and defensive behaviours. Night-time movement in the corridor shall be minimised and conducted only with appropriate supervision and lighting.

Snake Bite Protocol: Medical facilities with anti-venom shall be identified, or where possible, anti-venom in site medical kits for snake species known to be present in the project area. Site medical personnel shall be trained in snake bite identification and treatment protocols.

Trapped or Injured Wildlife: Workers shall not attempt to handle, relocate, or kill trapped or injured wildlife. The Department of National Parks and Wildlife (DNPW) will be notified to manage any trapped, injured, or road-killed wildlife.

Biodiversity Action Plan Alignment: Wildlife emergency preparedness and response protocols shall be informed by the project Biodiversity Action Plan (BAP) and ESIA mitigations.

3.2.8. SECURITY INCIDENTS – PREPAREDNESS:

Security shall be requested to conduct security related risk assessment prior to mobilisation and updated at least annually and following any security incident. Liaison protocols with Zambia Police Service shall be established for each site area. Access control measures (perimeter fencing, guard posts, visitor registration) shall be implemented at all site camps. Personnel shall be briefed on security procedures during site induction. Emergency lockdown and evacuation routes shall be documented and communicated per site.

3.2.9. INFRASTRUCTURE FAILURE – PREPAREDNESS:

Structural inspection schedules shall be implemented for all temporary and permanent structures, bridges, scaffolding, and excavations. Pre-activity risk assessments shall be completed for all high-risk structural activities. Rescue equipment shall be available at sites with elevated infrastructure failure risk. Coordination protocols emergency rescue services shall be pre-established.

3.2.10. FOOD SAFETY AT SITE CAMPS:

Catering facilities shall be subject to regular inspection by the HSE Officer. Perishable foodstuffs shall be stored in refrigerated conditions; no out-of-date or spoiled food shall be served.

Suspected food poisoning cases shall be reported immediately to the Site Nurse/Medical Officer and/or HSE Manager for investigation and activation of the E-13 response protocol (Section 4.2).

3.2.11. COMMUNITY PREPAREDNESS

- Community-level emergency contacts and notification channels established with Traditional Authorities and District Commissioners.
- Local emergency services (police, fire, hospital/clinic) shall be notified of construction activities and site locations. Sites shall be clearly identifiable by name boards to enable rapid response by emergency services. In the event of any potential emergency at the project that puts the local community at risk (including hazardous substance spills, fire/explosion, flooding, public health outbreak, or security incidents with off-site impact), the Community Liaison Officer shall immediately activate the community notification procedure:
 - (a) notify the relevant District Commissioner and Traditional Authority by telephone;
 - (b) coordinate dissemination of safety advisories through community radio, community leaders, and Traditional Authority structures;
 - (c) advise community members of protective actions (shelter-in-place, evacuation, water source avoidance as applicable); and
 - (d) maintain a log of all community notifications issued.

3.3. COMMUNICATION SYSTEMS

A reliable primary communication system (radio channel, telephone, or alarm system) shall be established at each site. An alternative backup communication system shall be identified and tested in the event the primary system fails. The following emergency contact numbers shall be displayed prominently on notice boards, reception areas, storerooms, and/or dining areas at all site camps and work fronts:

Medical Emergency (Ambulance): 992

Fire Service: 993

Police: 999

ZEMA: +260 211 2413 / 254023 / 254059.

All emergency contact numbers shall be reviewed monthly by the Emergency Coordinator, with the plan reissued when changes are made.

4. Emergency Response Procedures

4.1 GENERAL RESPONSE — ALL SCENARIOS (FIRST 30 MINUTES)

In any emergency situation, the following steps shall apply:

1. **Do not panic.** Keep calm and keep any injured persons calm.
2. **Approach** — Swiftly but in a controlled manner. Do not place yourself in danger when approaching a casualty.
3. **Assess** — Determine incident type, severity, and affected persons/areas. **Do not move a casualty after a fall or if their life is not endangered by remaining in place.**
4. **Secure** — Evacuate immediate danger zone; prevent escalation; guard against further casualties.
5. **Activate** — Notify the ERT; activate the communication cascade per Section 7.
6. **First Aid / Contain** — Administer immediate medical assistance or environmental containment as appropriate. Determine priorities of treatment: airway and breathing, bleeding, unconsciousness, shock.
7. **Get assistance** — Direct others to control traffic, crowds, or call for assistance. When calling for external services, provide: your telephone number; exact location of the incident including nearby landmarks; type and seriousness of the incident; nature of injuries; number of casualties; any special needs (e.g. cardiac event).
8. **Classify** — Assign incident level (L1–L4); determine notification requirements.
9. **Notify** — Internal and external notifications per classification thresholds.
10. **Secure the scene** — Do not disturb the scene of an accident unless for further rescue purposes. Take names of witnesses and photographs of the area and injuries to assist root cause investigation.

Note to All Personnel: When asked to evacuate, do not stop to pack tools or collect bags. Go directly to the designated Assembly Point. Do not wander off.

4.2 SCENARIO-SPECIFIC RESPONSE PROTOCOLS

E-01: MEDICAL EMERGENCY

First Aid Case (L1):

1. Notify the First Aider of the injury.
2. First Aider applies treatment; if any doubt exists about seriousness, refer to a doctor or hospital.
3. Register treatment in the First Aid Register.

4. Notify Supervisor, HSE Officer, and Site Manager on same shift.
5. Record witnesses and photographs.

Medical Treatment / Lost Time Injury (L2):

1. Keep injured person calm; notify First Aider.
2. If life is in danger, call medical emergency services (992).
3. If unconscious, do not move the person.
4. First Aider remains with injured until medical services arrive.
5. Notify Supervisor, Construction Manager, and HSE Manager.
6. Document incident; complete required regulatory forms.

Reportable Injury (L3):

1. Keep calm; trained First Aider renders assistance.
2. Call emergency services (992); if neck or back injury suspected, stabilise in place.
3. Flag Emergency Services down and direct them to the incident.
4. Do not disturb the scene except for further rescue.
5. Notify Incident Commander; issue flash report to WCL HSE within 2 hours.
6. Record witnesses and photographs.

Fatality (L4):

1. Keep area clear of bystanders.
2. Call emergency services (992); cover the body; do not disturb the scene.
3. Secure the area; stop all equipment in the vicinity.
4. Notify Incident Commander and WCL Employer Representative immediately.
5. Do not make statements to media or third parties — statements made only to Police and relevant authorities.
6. Notify next of kin through HR procedures.

Sickness:

1. Employee reports to Supervisor and HSE Officer.
2. For work-related sickness, the HSE Officer refers further to a Medical Practitioner or Hospital/Clinic if required.
3. Non-work-related sickness is for the employee's own account.

Notification	Contact	Trigger
Medical Emergency	992	L2+
HR / Next of Kin	Per HR records	Any fatality or serious injury
Lenders / IESC	Per Finance Agreement	L4 — Immediately

E-02A: FIRE

1. Raise the alarm in an orderly manner; alert Supervisor and ERT.
2. If not in immediate danger, stay where you are until directed.
3. Call Fire Services (993) and Ambulance (992) if required.
4. If the fire is small and it is safe to do so, attempt suppression using available firefighting equipment; hand over to Fire Brigade upon arrival.
5. Evacuate to the Assembly Point; report to Supervisor for roll call. **Do not wander off.**
6. If persons are unaccounted for, organise a supervised search party — do not place searchers in danger.
7. Security to keep gates open for emergency vehicles.
8. After the emergency is declared safe, personnel may return to work areas.
9. **Do not under any circumstances place yourself in danger.**
10. Notify ZEMA if the fire results in any environmental release.

E-02B: EXPLOSION

11. If an explosion occurs or is imminent: evacuate the immediate blast zone immediately without stopping to collect equipment or belongings.
12. Take cover behind substantial walls or structures; lie flat facing down with hands behind head if no cover is available.
13. Raise the alarm; call Fire Services (993), Ambulance (992), and Police (999) as required.
14. Do not re-enter the blast area until declared safe by the HSE Manager and Fire Service — secondary explosions are possible.
15. Render first aid to injured persons if safe to do so without self-endangerment; do not move casualties unless in immediate danger.
16. Isolate all utilities (gas, fuel, electrical) in the affected area if safe to do so.

17. If the explosion involves explosives or dangerous goods, notify the relevant regulatory authority; preserve the scene for investigation by Zambia Police and HSE authorities.
18. Notify ZEMA if the explosion results in any hazardous substance release or environmental impact. Notify WCL Management and lenders per L3/L4 thresholds.

E-03: HAZARDOUS SUBSTANCE SPILL

1. Stop the source of release if safe to do so.
2. Raise alarm; notify Supervisor and Environmental Officer.
3. Contain the spill using spill kit materials (absorbent pads, bunding); prevent entry to watercourses or drainage.
4. Consult SDS for substance-specific containment and cleanup guidance.
5. Determine size and extent of spill; clean up per best practice and SDS guidelines.
6. Environmental Officer and Site Agent coordinate cleanup; call external services if required.
7. Notify ZEMA within 24 hours (+260 211 2413 / 254023 / 254059).
8. Safety department initiates incident investigation.

E-04: FLOODING AND NATURAL DISASTER

Lightning:

1. Stop all outdoor activities immediately on thunder or lightning warning.
2. Supervisors notify all workers and move personnel indoors.
3. Incident Commander determines when to suspend and resume outdoor work.
4. Personnel avoid tall structures, cranes, poles, open areas, and bodies of water.

Flooding:

1. Monitor local radio, weather alerts, and District Commissioner communications for flood warnings.
2. All personnel move away from riverine and low-lying areas to higher ground immediately.
3. Implement site shutdown procedures; secure equipment and materials.
4. Evacuate to designated safe elevated areas; conduct roll call.
5. No vehicle or plant to be driven into flooded roadways.
6. Do not walk through moving floodwater.
7. Practice electrical safety — do not enter areas where electrical outlets are submerged.
8. Notify District Commissioner and ZEMA/RDA if infrastructure is at risk.

9. Assess damage before resuming operations.

Strong Winds:

1. Stop all work at heights and cease crane/hoist operations immediately.
2. Secure scaffolding, temporary structures, roofing sheets, and loose materials.
3. Incident Commander determines when conditions are safe to resume.

E-05: SECURITY INCIDENTS**Civil Unrest / Unrest Situation:**

1. If unrest is outside the site, contact Police (999) and await instruction.
2. Direct Security to lock gates.
3. If unrest is on site, evaluate and contact Police for assistance.
4. Reassure visitors and staff; keep calm.
5. Issue instructions for ERT to stand by with necessary equipment.
6. Determine predetermined escape routes if required.
7. Keep gates locked; allow only emergency vehicles to enter or exit.
8. Keep telephone lines open for emergency use only.
9. Do not leave the site until declared safe by Police, Security, or HSE Officer.
10. Notify Community Relations Manager and WCL Management.

Armed Attack / Theft / Kidnapping:

1. Personnel safety first; do not resist.
2. Implement lockdown procedures; call Police (999).
3. Notify Security Manager and Incident Commander.
4. Notify WCL Management.

Bomb Threat:

1. Listen; remain calm; if possible have a colleague listen in.
2. Do not interrupt and do not transfer the call; keep caller talking to gather information.
3. Raise the alarm in an orderly manner.
4. Call Police (999) and Security.
5. Open windows; search immediate area for suspicious articles — report but do not touch.

6. If evacuation order is received: secure important documents; open doors; evacuate in orderly fashion; do not run; do not push others.
7. Security keeps gates open for emergency vehicles.

GBV/SEA Incident:

1. Ensure immediate safety of the affected person.
2. Activate GBV/SEA response protocol.
3. Notify Community Relations Manager and WCL Management.
4. Refer to medical and psychosocial support services.
5. Maintain strict survivor confidentiality throughout.

E-06: INFRASTRUCTURE AND STRUCTURAL FAILURE (INCLUDING SCAFFOLD / EXCAVATION COLLAPSE)

1. Immediately inform Section Supervisor, HSE Officer, and Safety Representative, who notify Emergency Services and Incident Commander.
2. If not in immediate danger, remain calm and stay in place.
3. Render first aid to injured persons if safe to do so without endangering yourself.
4. Await instructions from Supervisor, HSE Officer, or Safety Representative.
5. Upon arrival of Emergency Services, direct them to the incident.
6. If evacuation order is received: evacuate in orderly fashion; do not run; do not jump over handrails or off scaffolding; do not push others.
7. Evacuate to Assembly Point; Supervisor holds roll call.
8. If persons are unaccounted for, organise a supervised search party.
9. Notify RDA, WCL Management.
10. **Do not under any circumstances place yourself in danger.**

E-07: SOCIAL EMERGENCY (COMMUNITY CONFLICT / LABOUR DISPUTE / GRIEVANCE ESCALATION)

1. Community Relations Officer or CLO engages immediately to de-escalate; listen and acknowledge concerns without making commitments.
2. Activate the Grievance Mechanism; document all grievances received.
3. Notify Community Relations Manager and WCL Management.
4. Notify District Commissioner and Traditional Authority as appropriate to the situation.
5. Avoid escalatory language or actions; do not involve security forces unless there is a direct threat to life.

E-08: TRANSPORT ACCIDENT

1. Render first aid; call medical services (992) and/or Police (999).
2. Secure the scene; implement traffic management to prevent secondary incidents.
3. Do not move casualties unless in immediate danger.
4. Notify Supervisor, Construction Manager, and HSE Manager.
5. Photograph the scene; record witnesses.
6. Complete Police report; notify RTSA; initiate insurance claim.
7. Safety department initiates root cause investigation.

E-09: CHANCE FIND / CULTURAL HERITAGE INCIDENT

1. Stop all work immediately.
2. Secure the area; prevent disturbance of any artefacts, bones, structures, or cultural materials.
3. Notify Environmental Officer / ECO immediately.
4. ECO notifies the National Heritage Conservation Commission (NHCC) and Heritage Authority.
5. No work to recommence in the affected area until written clearance is received from NHCC.
6. Document the find with photographs and GPS coordinates.
7. Implement Chance Find Procedure; file incident report.

E-10: PUBLIC HEALTH OUTBREAK

1. Isolate affected persons; activate public health infection control protocols.
2. Health Practitioners assesses and provides initial treatment; notify HSE Manager.
3. Notify Ministry of Health (MOH) and relevant district health authority.
4. Community Liaison Officer notifies community leaders and healthcare contacts.
5. Implement enhanced sanitation and hygiene protocols across all camps and work fronts.
6. Notify ZEMA if vector-control chemicals are to be used.
7. For L3/L4 outbreaks: notify lenders and IESC within 24 hours.

E-11: WILDLIFE ENCOUNTER / ROAD KILL

1. **Wildlife attack on a person:** Do not pursue the animal. Move injured person to safety if possible without further risk. Call for medical assistance immediately. Notify HSE Officer/Incident Commander. Activate E-01 Medical Emergency protocol for the injured person. Notify Environmental Officer to inform Department of National Parks and Wildlife (DNPW) for animal tracking and management.
2. **Snake bite:** Keep the victim calm and immobilised. Do not attempt to suck venom, cut the bite, or apply a tourniquet. Note the snake's appearance if safe to do so. Transport to medical facility; administer anti-venom per medical personnel protocol. Notify HSE Officer.
3. **Animal on site or obstructing corridor:** Stop all work and vehicle movement in the vicinity. Do not approach, corner, or attempt to drive away the animal. Notify Environmental Officer and DNPW immediately. Await DNPW instruction before resuming activities. Document the incident with GPS coordinates, photographs (if safe), and species description.
4. **Road kill:** Stop vehicle; do not leave the animal in the carriageway if it creates a hazard. Notify Environmental Officer; Environmental Officer notifies DNPW. Record location, species, and circumstances. File incident report.

E-12: MISSING PERSON

1. If a person is unaccounted for following roll call or shift handover, the Supervisor shall immediately notify the HSE Officer and Incident Commander.
2. Confirm the last known location, last sighting, and time. Check all site facilities (welfare, toilets, dormitories, medical room) before escalating to a search.
3. If not located within 30 minutes of initial notification, activate a supervised search party. Define a search perimeter from the last known location. Search parties shall not operate in groups of fewer than two persons, shall maintain radio contact, and shall not enter water bodies or unstable ground without specialist rescue support.
4. Notify Zambia Police (999) if the person is not located within 2 hours of the initial alarm. Notify WCL Management and, if L3/L4, lenders within 24 hours.
5. Notify next of kin through HR procedures once the incident is confirmed as a missing person event. Maintain a log of all search activities.

E-13: FOOD POISONING

1. Any worker reporting symptoms consistent with food poisoning (nausea, vomiting, diarrhoea, abdominal cramps, fever) shall be directed to the Site Nurse / Medical Officer / or Safety Officer immediately.

2. Isolate the affected individual(s); administer oral rehydration; escalate to hospital referral for severe cases or for high-risk individuals. Call emergency services (992) if life-threatening symptoms are present.
3. Notify HSE Manager immediately. If two or more workers are affected from the same meal event, treat as a potential mass food poisoning and notify the Incident Commander. Suspend catering operations from the affected kitchen pending investigation.
4. Preserve food samples from the suspected meal for testing. Do not destroy food evidence. Document all food prepared, served, and consumed in the affected meal period.
5. Notify the District Health Office and Ministry of Health if five or more workers are affected, or if the outbreak is suspected to involve a notifiable pathogen. Implement enhanced food hygiene protocols before resuming catering operations.

Near Miss

1. Record all details of the near miss immediately.
2. Investigate and determine the root cause.
3. Implement controls to prevent recurrence; monitor and review.
4. Report to HSE Officer; include in HSE report.

5. EVACUATION AND MUSTERING



- Assembly points shall be identified, clearly marked, and communicated to all personnel at each site camp and work front prior to mobilisation.
- Evacuation routes (minimum two per site) shall be mapped and maintained clear at all times, including under restricted visibility conditions.
- A diagram detailing evacuation routes and assembly points shall be displayed at prominent locations across each site.
- Roll-call procedures shall account for all personnel including employees, contractors, subcontractors, and visitors. Each Supervisor is responsible for their section's headcount..
- Air evacuation shall be considered when injuries are life-threatening or where the injured person cannot receive appropriate treatment in the territory. Air evacuation is to be coordinated between the Local Doctor / Site Agent / Incident Commander and the medical

evacuation insurer. No patient with a transferable disease shall be transported on a commercial aircraft without appropriate medical clearance.

6. EMERGENCY NOTIFICATION CASCADE

6.1. INTERNAL NOTIFICATIONS (FLASH REPORT WITHIN 2 HOURS - ALL L3/L4; WITHIN 1 HOUR NOTIFICATION FOR L2+)

Recipient	Contact	Trigger Level
HSE Officer	To be updated	L1+
Site Supervisor	To be updated	L1+
HSE Manager	To be updated	L2+
Construction Manager (Incident Commander)	To be updated	L2+
WCL ECO	To be updated	L2+ (environmental)
WCL Employer's Representative	To be updated	L3+

6.2. EXTERNAL NOTIFICATIONS

Agency / Party	Contact	Trigger
Medical Emergency	992	Any medical L2+
Fire Service	993	Any fire / explosion
Police	999	Security / fatality / serious crime / bomb threat
ZEMA	+260 211 2413 / 254023 / 254059	Environmental incident within 24 hours
District Commissioner — Kaoma	To be confirmed	L3+ community-affecting incidents
District Commissioner — Kalumbila	To be confirmed	L3+ community-affecting incidents
District Commissioner — Kasempa	To be confirmed	L3+ community-affecting incidents

District Commissioner — Mufumbwe	To be confirmed	L3+ community-affecting incidents
Traditional Authorities	Per SEP contact register	Social emergency; community evacuation
NHCC (Heritage)	To be confirmed	Chance Find (E-09) — immediately
Ministry of Health	To be confirmed	Public Health Outbreak (E-10)
RDA	To be confirmed	Infrastructure failure or flood risk to road
Dept. of National Parks and Wildlife (DNPW) — Western Province	Contact per Game Management Area to be confirmed by EPC Contractor and submitted to WCL	Wildlife encounter / road kill (E-11) — immediately
Zambia Meteorological Department	To be confirmed	Flood risk / severe weather warning (E-04)

Note: The EPC Contractor is responsible for confirming all site-specific contacts and submitting the updated notification cascade to WCL prior site mobilization.

7. POST-INCIDENT PROCEDURES

7.1 IMMEDIATE (0–48 HOURS)

- Damage and impact assessment — personnel, community, environment, and assets.
- Safe re-entry determination by HSE Officer; the area is not to be re-entered until declared safe.
- Continue medical treatment for injured persons.
- Preliminary incident report issued internally within **24 hours**.
- Regulatory notifications completed within required timeframes.
- Insurance documentation commenced.

7.2 FIRE INVESTIGATION AND RECOVERY

- Root Cause Analysis (RCA) completed within **10 working days** for L3/L4 incidents.

- Corrective and Preventive Actions (CAPAs) assigned, tracked, and reported to WCL Management.
- Lessons learned session convened within **30 days**.
- Normal operations restored in a phased and controlled manner.
- Non-conformances identified during incident investigation are tracked through a NCR register.

8. TRAINING AND DRILLS PROGRAM

8.1 TRAINING REQUIREMENTS

Activity	Frequency	Participants	Record
Emergency Response Induction (part of site induction)	Prior to mobilisation — all personnel	All workers, contractors, subcontractors, visitors	Induction register
First Aid / CPR Certification	On appointment; refresher every 2 years	Designated first aiders (min. 1 per 50 workers)	Certification register
Fire Safety Training	Annual	All site personnel	Training register
Toolbox Talk — Emergency Procedures	As per Health and Safety Plan	All site personnel	Toolbox talk register
Refresher Induction	Annual	All site personnel	Training register
Wildlife Encounter Awareness Training	Prior to mobilisation; annual refresher	All site personnel working in or near Game Management Areas	Training register
Toolbox Talk — Wildlife Safety and Snake Bite	Bi-Annual in high-risk corridor sections	All site personnel	Toolbox talk register

8.2 EMERGENCY DRILLS (2 PER ANNUM)

Drill Type	Frequency	Participants	Record
Fire or Evacuation Drill	Annual	All site personnel per site	Drill report

Search and Rescue Drill (missing person or structural collapse)	Annual	ERT members; HSE Officer; site supervisors	Drill report
Hazardous Substance / Chemical Spill Drill	Annual	Environmental Officer; HSE Officer; site personnel at fuel/chemical storage areas	Drill report
Traffic Accident / Medical Evacuation Drill	Annual	First aiders; ambulance crew; site supervisors; traffic marshals	Drill report
Community Notification Drill (simulated community-affecting emergency)	Annual	Community Liaison Officer; HSE Manager; ERT; District Commissioner liaison	Drill report

9. EPRP MAINTENANCE AND REVIEW

- **Monthly:** Test communication systems.
- **Annual:** Full EPRP review; update risk register; update regulatory or lender requirement changes; review emergency equipment register.
- **Post-Incident:** EPRP updated within **30 days** of any L3/L4 incident to incorporate lessons learned.

EPRP distributed to:

- All site managers and supervisors;
- ERT members;
- EPC Contractor HSE leads (for C-ESMP integration);
- WCL;
- and lender IESC on request.

10. REFERENCES AND LINKAGES

Document	Reference Number
Resettlement Policy Framework	BHL-TC RPF (signed 26 March 2025)
IFC Performance Standards	PS1, PS2, PS3, PS4, PS6, PS8
AfDB Integrated Safeguards System	OS1, OS2, OS4, OS5
IFC General EHS Guidelines	Section 3.6 — Emergency Preparedness
Voluntary Principles on Security and Human Rights	VPSHR (2000, updated 2021)
Zambia Environmental Management Act	Act No. 12 of 2011
Zambia Occupational Health and Safety Act	Act No. 36 of 2010
Biodiversity Action Plan (BAP)	E3782 BAP

11. ANNEXURES

ANNEXURE A: INCIDENT REPORTING TEMPLATE HEADING GUIDANCE

The following template heading examples are provided for adoption and customisation by the EPC Contractor. Completed templates shall be submitted to WCL for approval

Template A1: Flash Incident Notification

Project Name | Date & Time of Incident | Incident Classification (L1–L4) | Location (GPS) | Brief Description of Incident | Persons Involved (number; nature of injury if applicable) | Immediate Actions Taken | Current Status | Next Steps | Reported By

Template A2: Full Incident Report

Project Name | Document Reference | Incident Date & Time | Incident Location | Incident Type (scenario reference) | Classification Level | Persons Involved | Witnesses | Description of Events (chronological) | Immediate Actions Taken | Injuries / Damage Sustained | External Notifications Made (agency, time, contact) | Photographs / Attachments | Preliminary Root Cause | Corrective and Preventive Actions | CAPA Owner | Due Date | Reported By | Approved By

Template A3: Root Cause Analysis Report

Incident Reference | Investigation Team | Investigation Methodology (e.g. 5-Why; Fishbone) | Timeline Reconstruction | Immediate Cause | Contributing Factors | Root Cause(s) | CAPA

Register (action, owner, due date, status) | Lessons Learned | Distribution (WCL, Lenders, regulatory authority as applicable) | Report Approval

Template A4: Near Miss Report

Date & Time | Location | Reported By | Description of Near Miss Event | Potential Consequence if Uncontrolled | Immediate Corrective Action | Root Cause | Preventive Action | HSE Officer Sign-off

ANNEXURE B: HOSPITAL AND MEDICAL FACILITY LOCATION MAP

TO BE COMPLETED BY EPC CONTRACTOR PER SITE AREA PRIOR TO MOBILISATION.

Each site-specific EPRP shall include a map and table identifying the nearest hospitals, clinics, and emergency medical facilities, with GPS coordinates, contact numbers, estimated road travel times, and air evacuation options.

ANNEXURE C: NOTE ON OPERATIONAL PHASE EPRP

This EPRP as currently issued focuses primarily on the construction phase. An Operational Phase EPRP shall be prepared by WCL prior to commencement of operations. The operational EPRP shall address, at minimum: ambulances stationed at designated points along the corridor; traffic police and emergency response coordination protocols; operational infrastructure failure response; and ongoing wildlife encounter management in collaboration with DNPW.