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

(RENAISSANCE Contract / Tender Nos.: CW-68582 / CW-515913)

DOCUMENT TITLE: PROJECT COMMUNITY ENGAGEMENT PLAN (CEP) & SECURITY ENHANCEMENT PLAN (SEP)

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CEP & SEP Plans - For Zero-Man Entry & Auto-Tank Cleaning Services at Selected Renaissance Facilities

SWDA & RENAISSANCE NME 18-TANK CLEANING PROJECT – SPECIFIC COMMUNITY ENGAGEMENT PLAN

1.0 INTRODUCTION TO SWDA'S COMMUNITY ENGAGEMENT PLAN (CEP)

South West Design Africa Limited's (**SWDA**) Team has recently been awarded, from Renaissance Africa Energy Company (**RAEC**), an 18-Tank No-Man Entry (**NME**) Tank Cleaning, Sludge Treatment & Waste Management Project, which shall be performed over the next two (**2**) to three (**3**) years at five (**5**) locations in Nigeria. **SWDA** has performed many Tank Cleaning & Sludge Management Projects across Nigeria, both on & off-shore, and we have consistently and successfully performed various BLABO NME Tank Cleaning Projects across Nigeria as well. **SWDA** is a Leader within the Nigerian Oil & Gas Industry, and we realize that proper Corporate Social Responsibilities (**CSRs**) and Security Measures must be handled in a professional and caring manner to avoid a myriad of potential Project-damaging results.

Therefore, we have considered the Tank Cleaning Project Scope of Work (**SOW**), and it is paramount that we carry the Host Communities along, and by implementing ***"Tried & True CSRs"*** with our Host Communities, we shall collectively ensure that we iron out all Community-related issues ahead of time to avoid any misunderstandings or surprises. To this end, we have researched all the various affected Host Communities which shall be involved within the five (**5**) Project Sites comprising the confines of this Project, and we have developed a holistic Community Engagement Plan (**CEP**) to ensure that all the Host Communities are well represented and properly engaged, as detailed within the following sections.

2.0 SUMMARIZED PROJECT SCOPE OF WORK (SOW)

This Project Community Engagement Plan (**CEP**) details how this Project shall be executed in accordance with Renaissance requirements, guidelines & standards, in line with international industry standards, to achieve the Project objectives. This **CEP** Plan is also provided as guidance to minimize project risks and to avoid any miscommunications with our Host Communities with which we shall engage on these Project Sites. **SWDA** provides the following Project SOW Summary to identify how we shall interact and incorporate Host Community resources & concerns to achieve a successful Project result.

2.1 Description 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:

- 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 Description of Project Tanks to be Cleaned

Based upon the Renaissance ITT documents, and for the purposes of this **CEP** 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:

- Eihteen (**18**) Tanks are included within the Tank Cleaning Scope of Work (**SOW**) – Situated at four (**4**) Nigerian Renaissance Facility locations (Bonny – 8 Tanks, Forcados – 8 Tanks, Gbaran – 1 Tank and Soku – 1 Tank);

- Eight (**8**) Crude Oil Storage Tanks (**COTs**) & twelve (**12**) Process Tanks (**PTs**) are included, with nine (**9**) Floating-Roofs & eleven (**11**) Fixed-Roofs, ranging in Size from ***1,060-M^3*** to ***104,707-M^3*** (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-M^3*** or up to ***51,101 Tons*** of Sludge to be cleaned & all recovered Oil returned to Renaissance.

2.3 Description of Project Waste Management Services to be Performed

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 Waste Management Services during the implementation of this Tank Cleaning Project. Therefore, Oily Wastes shall be properly & methodically collected, treated, managed & distributed to the 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 BLABO Recirculation Module (**M3**) to enable steady Sludge flow through the BLABO 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 BLABO Recirculation Module (**M3**) & the series of Spray Nozzles, and the Oil shall be recovered through the BLABO 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-M^3 Waste Skips, which shall be periodically transported in bulk for disposal at Renaissance-designated locations; and,

- All Recovered Oil from the BLABO 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 SUMMARY OF PROJECT SITE LOCATIONS & HOST COMMUNITIES

Based upon the Project Scope of Work (**SOW**) as summarised above, **SWDA** has identified the Host Communities surrounding the various four (**4**) Project Site locations, in an effort to understand the types of Sites and associated Host Communities that we shall engage prior to and during the implementation of this ATC NME Tank Cleaning Project. The following sections shall identify and determine the various Project Sites, their differing physiographic features, and enumerate the various Host Communities surrounding each distinct site location, which **SWDA** shall engage for assistance and representation during this Tank Cleaning Project.

3.1 Summary Four (4) Renaissance Tank Site Locations & their Differing Particulars

As described within the Renaissance ITT Documents and the above SOW Summary, there are four (**4**) distinct Tank Site locations within this Project, embodying the eighteen (**18**) Tanks that shall be cleaned with **SWDA's** ATC NME Tank Cleaning System, and those four (**4**) Tank Site locations, along with their different physiographic settings, are as follows (**See below Attached Table 1**):

1) **Bonny Island Tank Farm & Depot Terminal** – Located 48-KMs southeast of Port Harcourt (**PHC**) in the Finima Village area of the Bonny Local Government Area (**LGA**) of Rivers State:

- The Bonny Tank Farm is located on the East Bank of the Bonny River on 2.27-KM^2 of reclaimed land in Finima Village, hosting eight (**8**) of the eighteen (**18**) Tanks included within the Project SOW;

- The Renaissance Tank Farm & Depot Facility handles over 1.25 Million Barrels per Day (**Bbls / Day**) of Petroleum Products, housing the NLNG Plant, making it the largest Petroleum Terminal on the African Continent;

- The setting of the Renaissance Facility is on Bonny Island, which in the past was only accessible by Boat or Helicopter, and now the New Bodo – Bonny Expressway (**25 to 30 Minutes**) offers direct driving to the facility;

- The New Bodo – Bonny Expressway is heavily secured by Checkpoints, and only Authorised Personnel can access the Renaissance Facility by this approach; otherwise,

the traditional Billie Jetty Ferry or Boat Ride (**45 to 60 Minutes**) or Helicopter approaches (**15 to 20 Minutes**) are available;

- Being an Island location, Logistics become more difficult, and deep planning is required to launch this Project Site; and,
- Based upon our research & past experience, there are eight (**8**) Main Host Communities that are typically incorporated within on-going Operations at this Facility, as enumerated in the following section.

2) **Forcados Island Tank Farm & Depot Terminal** – Located 60-KMs west of Warri on Forcados Island in the Burutu LGA of Delta State:

- The Renaissance Forcados Tank Farm is located in the Swamps of the southern bank of the Forcados River, and the Terminal is connected to Shore by a 22-KM SubSea Pipeline for off-loading Petroleum Products to the Tank Farm or to off-shore Vessels, also hosting eight (**8**) of the Eighteen (**18**) Tanks included within the Project SOW;
- This Forcados Tank Farm & Depot Facility handles over 400,000 Bbls / Day of Petroleum Products, making it the 2nd largest Petroleum Terminal in Nigeria;
- The setting of the Renaissance Facility is on Forcados Island, which is a Logistically-Challenging setting, and the location is only accessible by Boat or Helicopter;
- Being an Island location, Logistics become more difficult, and deep planning is required to launch this Project Site; and,
- Based upon our research & past experience, there are two (**2**) Main Host Communities that are typically incorporated within on-going Operations at this Facility, as enumerated in the following section.

3) **Gbaran – Ubie Central Processing Facility (GCPF)** – Located 100-KMs northwest of PHC & 40-KMs northeast of Yenagoa, Bayelsa State on the State Line along Taylor Creek, on the Bayelsa side in Yenagoa LGA of Bayelsa State:

- The Renaissance Gbaran – Ubie Central Processing Facility (**GCPF**) is located in the Swamps of Bayelsa, and hosts one (**1**) of the eighteen (**18**) Tanks included within the Project SOW;
- This Gbaran Processing Facility is part of a larger Field, where Flow Stations & Storage Areas assist with production & transmission operations in Nigeria;
- The setting of the Renaissance Gbaran Processing Facility is located in a very Challenging Swampy area, and the location is only accessible by Boat or Helicopter;
- Being in an inaccessible Swampy area, Logistics become more difficult, and deep planning is required to launch this Project Site; and,
- Based upon our research & past experience, there are six (**6**) Main Host Communities in Rivers State & thirteen (**13**) Host Communities in Bayelsa State that are typically incorporated within on-going Operations at this Gbaran – Ubie Field, as enumerated in the following section.

4) **Soku Gas Plant (SGP)** – Located 40-KMs southwest of PHC in Akuku-Toru LGA of Rivers State:

- The Renaissance Soku Gas Plant (**SGP**) is located in the remote Swamps of Rivers State towards Bayelsa, in a very inaccessible Deep Swamp Location, and hosts one (**1**) & the Last of the eighteen (**18**) Tanks included within the Project SOW;

- This Soku Gas Plant is part of a larger Operation, where Flow Stations & Storage Areas also assist with production & transmission operations in Nigeria;
- The setting of the Renaissance Soku Gas Plant is located in a very Challenging & Deep Swampy area, and the location is only accessible by Boat or Helicopter;
- Being in an inaccessible Swampy area, Logistics become more difficult, and deep planning is required to launch this Project Site; and,
- Based upon our research & past experience, there are two (**2**) Main Host Communities & three (**3**) other Fishing Communities in Rivers State that are typically incorporated within on-going Operations at this Soku Gas Plant, as enumerated in the following section.

3.2 Summary of the Four RENAISSANCE Tank Site Locations & their Host Communities

Based upon the above-listed individual Tank Site locational & physiographic descriptions, and our knowledge of historical Host Community engagements by the Major Oil Companies with respect to on-going Operations at each site, **SWDA** provides a listing of the major to minor Host Communities that we shall reach out to during our incorporation and engagement of the Host Communities during the implementation of this Renaissance ATC NME Tank Cleaning Project.

Based upon **SWDA's** research and past experience, we provide the Host Communities that we shall engage for representation and assistance with the implementation of this Tank Cleaning Project at each Tank Site, as follows:

1) **Bonny Island Tank Farm & Depot Terminal** – Located 48-KMs southeast of Port Harcourt (**PHC**) in the Finima Village area of the Bonny Local Government Area (**LGA**) of Rivers State:

- There are eight (**8**) Tanks at this site location within the Project SOW;
- The location is on an Island setting with approaches from Road, Boat & Helicopter;
- Based upon our research & past experience, there are eight (**8**) Main Host Communities that are typically incorporated within on-going Operations at this Facility, as enumerated below:

  - ***Bonny – Finima Community*** – Main Community of site location;
  - ***Burukiri Community***;
  - ***Abua Community***;
  - ***Egi Community***;
  - ***Ekpeye Community***;
  - ***Kalabari Community***;
  - ***Ogba Community***; and,
  - ***Okrika Community***.

2) **Forcados Island Tank Farm & Depot Terminal** – Located 60-KMs west of Warri on Forcados Island in the Burutu LGA of Delta State:

- There are eight (**8**) Tanks at this site location within the Project SOW;
- The location is on a very remote Island setting with approaches from only Boat & Helicopter;
- Based upon our research & past experience, there are two (**2**) Main Host Communities that are typically incorporated within on-going Operations at this Facility, as enumerated below:

  - ***Ogulagha Community*** – Main Community of site location; and,
  - ***Odimodi Community.***

3) **Gbaran – Ubie Central Processing Facility (GCPF)** – Located 100-KMs northwest of PHC & 40-KMs northeast of Yenagoa, Bayelsa State on the State Line along Taylor Creek, on the Bayelsa side in Yenagoa LGA of Bayelsa State:

- There is one (**1**) Tank at this site location within the Project SOW;
- The location is in a very challenging & remote Swampy terrain with approaches from only Boat & Helicopter;
- Based upon our research & past experience, there are six (**6**) Main Host Communities in Rivers State & thirteen (**13**) Host Communities in Bayelsa State that are typically incorporated within on-going Operations at this Gbaran – Ubie Field, as enumerated below:

  - ***Bayelsa State*: Gbarantoru Community** – Main Community of site location; and,
  - ***Okotiama Community;***
  - ***Polaku Community;***
  - ***Obunagha Community;***
  - ***Ogboloma Community;***
  - ***Ned Ugo Community;***
  - ***Agbia Community;***
  - ***Kumboama Community;***
  - ***Okolobiri Community;***
  - ***Koroama Community;***
  - ***Ayama Community;***
  - ***Tuniama Community;***
  - ***Asaingbene Community;*** and,
  - ***Rivers State*: Umuebule Community** – Main Community in Rivers State;
  - ***Aminigboko Community;***
  - ***Bonny Community;***
  - ***Degema Community;***
  - ***Okrika Community;*** and,
  - ***Adoni Community.***

4) **Soku Gas Plant (SGP)** – Located 40-KMs southwest of PHC in Akuku-Toru LGA of Rivers State:

- There is one (**1**) Tank at this site location within the Project SOW;
- The location is in a very challenging, remote & deep Swampy terrain with approaches from only Boat & Helicopter;
- Based upon our research & past experience, there are two (**2**) Main Host Communities & three (**3**) small Fishing Communities that are typically incorporated within on-going Operations at this Soku Gas Plant location in Rivers State, as enumerated below:

  - ***Soku Town Community*** – Main Community of site location; and,
  - ***Elem-Sangama Community;*** and,
  - ***Allagoakiri Community;***
  - ***Rushia Community;*** and,
  - ***Pangapingi Community.***

4.0 COMPONENTS OF SWDA COMMUNITY ENGAGEMENT PLAN (CEP) – FOR RENAISSANCE TANK CLEANING PROJECT HOST COMMUNITIES

SWDA acknowledges that Oil & Gas Operations in the Niger Delta must be anchored with Community trust, transparency and shared benefits. This Community Engagement Plan (**CEP**) outlines strategies

for engaging all the above-described neighboring Host Communities from Bonny through Gbaran, Soku to Forcados during the execution of the Renaissance 18-Tank ATC NME Tank Cleaning Campaign. The following **CEP** Components shall be put in place and practice once **SWDA** receives our Notice to Proceed (**NTP**), and we know which Tank Sites that we shall commence with and identify the associated Host Communities that we shall engage, as enumerated above.

4.1 SWDA Community Engagement Alignment with Nigerian Regulatory Requirements

The **CEP** is aligned with:

- Nigerian Oil & Gas Industry Content Development Act (**2010**).
- Petroleum Industry Act (**2021**) – Host Community Development Trusts (**HCDTs**).
- NCDMB Community Content Guidelines.
- Nigerian Labour Act & Employee Compensation Act.
- Environmental Guidelines & Standards for the Petroleum Industry in Nigeria (**EGASPIN**).
- International Best Practices on stakeholder engagement and social performance.

4.2 SWDA Objectives for Corporate Social Responsibilities (CSRs)

- Establish mutual trust and transparency between SWDA and the engaged Host Communities.
- Ensure compliance with NCDMB, PIA and Local Content laws.
- Provide clear employment, training and procurement opportunities for locals.
- Promote socio-economic development through Corporate Social Responsibility (**CSR**).
- Implement effective grievance management to prevent disruption.
- Support sustainable livelihoods and post-project legacy development.

4.3 Legal and Policy Framework

This **CEP** is guided by:

- Petroleum Industry Act (PIA - 2021) – Host Community Development Trusts (**HCDTs**)
- Nigerian Oil & Gas Industry Content Development Act (**NOGICD Act - 2010**)
- Nigerian Labour Act (**NLA - 1974**) and Employee Compensation Act
- Environmental Guidelines & Standards for Petroleum Industry in Nigeria (**EGASPIN**)
- Rivers, Delta & Bayelsa States' Community Development Policies

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4.4 Stakeholder Identification & Mapping

Key Stakeholders:

- Traditional Councils (Chiefs and Elders)

Stakeholder Group	Interest Level	Influence Level	Engagement Approach
Traditional Councils	High	High	Regular Consultations & signed MOUs
Youth Associations	High	Medium	Employment Quotas & Training Programs
Women Cooperatives	Medium	Medium	Livelihood Empowerment & Micro-Grants
Fishermen Unions	High	High	CSR (Boats, Nets & Cold Storage)
Government Agencies	High	High	Regulatory Compliance & Collaboration

- Youth Associations
- Women Cooperatives
- Fishermen Unions and Boat Operators
- Community Development Committees (**CDCs**)
- Religious Leaders and Opinion Leaders
- Local Government Authorities
- NGOs and Civil Society Organizations

4.5 Community Engagement Strategy

Principles: Respect for traditions, inclusivity, transparency, compliance and conflict sensitivity.

Engagement Mechanisms:

- Pre-Mobilization Consultations and townhall meetings in all engaged Host Communities.
- Appointment of Community Liaison Officers (**CLOs**) – preferably from Host Communities.
- Quarterly Joint Engagement Forums (**JEFs**) involving **SWDA Renaissance** and Community Leaders.
- Transparent information channels (radio broadcasts, SMS alerts, Community notice boards).
- Grievance Redress Mechanism (3-Tier Escalation with 14-Day Resolution Timeline).

4.6 Community Employment & Capacity Development

- **Unskilled and Semi-Skilled Roles:** 100% sourced from Host Communities.
- **Skilled Roles:** First preference to qualified locals, supported by training.

- **Training & Certification:** Programs in welding, scaffolding, HSE, marine logistics and Tank Cleaning operations.
- **Understudy Program:** Nigerians to understudy Expatriates until full take-over.
- **Youth Apprenticeships:** 2–3 Year Technical Apprenticeship Programmes.

4.7 Procurement & Local Business Participation

- Engagement of local SMEs and Host Community contractors for catering, boat services, logistics and civil works.
- Vendor Development Workshops to train businesses on NOGIC JQS requirements.
- Preference for Niger Delta SMEs without compromising quality.
- Quarterly reporting on value of Contracts awarded to Host Community vendors.

4.8 Corporate Social Responsibility (CSR) Initiatives

CSR will be designed after a **Needs Assessment Survey**. Priority areas include:

- **Education:** Scholarships, ICT centers, classroom renovation.
- **Healthcare:** Medical outreach, donation of equipment to local health centers.
- **Infrastructure:** Boreholes, solar streetlights, jetty rehabilitation.
- **Livelihoods:** Empowerment of fishermen cooperatives (boats, nets & cold storage) and women groups (microfinance, training).
- **Youth Empowerment:** ICT, fabrication, marine services and entrepreneurship training.

4.9 Community Development Trust Fund (CDTF)

- In alignment with the **PIA Host Community Development Trust Fund (CDTF)**, **SWDA** will collaborate with Renaissance on long-term Trust contributions.
- A **Project-Specific Interim Trust Fund** will be allocated for quick-impact Projects during the Project Lifecycle.

4.10 Health, Safety & Environment (HSE) Integration

- Community HSE awareness campaigns (Oil Spill Response, safety drills & emergency preparedness).
- Provision of PPE and Safety Induction for local hires.
- Strict compliance with EGASPIN Standards for Waste Management and Environmental Protection.

4.11 Community Conflict Prevention & Resolution

- **Community MOUs:** Clearly define obligations, benefits and expectations.
- **Peace Committees:** Established in each Host Community to mediate disputes.
- **Rapid Response Protocols:** Early intervention to prevent escalation of disputes.

4.12 Community Affairs Monitoring & Reporting

KPIs Monitoring:

- % of Workforce from Host Communities.
- Number of certified trainees.
- Value of Contracts awarded to local SMEs.
- CSR Projects delivered.
- % of Grievances resolved within 14 days.

Reporting:

- Monthly internal dashboards.
- Quarterly Reports to operator, NCDMB and Host Communities.
- Annual independent audits for transparency.

4.13 Governance & Roles

- **SWDA Project Director:** Overall accountability for **CEP** implementation.
- **Community Liaison Officers (CLOs):** Daily engagement and grievance tracking.
- **Community Engagement Committee (CEC): SWDA**, **Renaissance**, CLOs, Traditional Leaders, Youth Leaders & Women Reps.
- **Independent Monitors:** Oversight of fairness and compliance.

4.14 Budget & Resource Allocation

- **Labour Engagement & Training:** Dedicated budget.
- **CSR Programs:** Fixed allocation for annual Projects.
- **Community Development Fund:** Interim budget for quick-impact Projects.
- **Monitoring & Reporting:** Logistics, communication and third-party audit costs.

4.15 Project Implementation Timeline

- **Phase 1 – Pre-Mobilization:** Stakeholder consultations, MOUs & CLO appointment.
- **Phase 2 – Mobilization & Operations:** Rollout of employment, procurement and training.
- **Phase 3 – CSR Delivery:** Execution of agreed Host Community Projects.

- **Phase 4 – Monitoring & Closeout:** Evaluation and legacy handover.

4.16 Exit & Legacy Planning

- Establish Host Community Development Trust Funds (**HCDTFs**) for long-term benefits.
- Handover of CSR Assets (schools, boreholes & solar systems) with Community Training for maintenance.
- Ensure sustainability of SME and Youth Empowerment Programmes post-project.

4.17 Conclusion

This Community Engagement Plan (**CEP**) demonstrates **SWDA's** commitment to **inclusive, transparent and sustainable engagement** with the various Host Communities impacted by this Renaissance ATC NME Tank Cleaning, Sludge Treatment & Waste Management Project. By integrating employment, procurement, CSR, grievance redress and legacy planning, **SWDA** secures its social license to operate and contributes to long-term socio-economic development in these Host Communities surrounding the four (**4**) Renaissance Tank Site locations.

SWDA & RENAISSANCE NME 18-TANK CLEANING PROJECT – SPECIFIC SECURITY ENHANCEMENT PLAN (SEP)

5.0 ITRODUCTION TO PROJECT SECURITY ENHANCEMENT PLAN (SEP)

South West Design Africa Limited's (**SWDA**) Team has recently been awarded, from Renaissance Africa Energy Company (**RAEC**), an 18-Tank No-Man Entry (**NME**) Tank Cleaning, Sludge Treatment & Waste Management Project, which shall be performed over the next two (**2**) to three (**3**) years at four (**4**) locations in Nigeria. **SWDA** has performed many Tank Cleaning & Sludge Management Projects across Nigeria, both on & off-shore, and we have consistently and successfully performed various Automatic Tank Cleaning (ATC) NME Tank Cleaning Projects across Nigeria as well. **SWDA** is a Leader within the Nigerian Oil & Gas Industry, and we realize that proper Project & Site Security Measures must be handled in a professional and caring manner to avoid a myriad of potential Project-damaging results.

Therefore, we have considered the Tank Cleaning Project Scope of Work (**SOW**), and it is paramount that we identify the various types of Tank Sites that we shall encounter during the implementation of this Tank Cleaning Project, and enumerate the various types of Site Security Measures that we shall put in place at each Site. To this end, we have researched all the five (**5**) Project Sites comprising the confines of this Project, and we have developed a holistic Security Enhancement Plan (**SEP**) to ensure that all the Project Sites and our Crew & Host Communities are well secured during Project implementation, as detailed within the following sections.

5.1 Summarized Project Scope of Work (SOW)

This Project Security Enhancement Plan (**SEP**) details how this Project shall be executed in accordance with Renaissance requirements, guidelines & standards, in line with international industry standards, to achieve the Project objectives. This **SEP** Plan is also provided as guidance to maximize Project Security Measures & minimize project risks and to avoid any miscommunications with our Host Communities with which we shall engage on these Project Sites. **SWDA** provides the following Project SOW Summary to identify how we shall implement our Site Security Measures to achieve a successful Project result.

5.2 Description 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:

- 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 **RENAISSANC** 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.

5.3 Description of Project Tanks to be Cleaned

Based upon the Renaissance ITT documents, and for the purposes of this **SEP** 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 & Security Measures 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 four (**4**) Nigerian Renaissance Facility locations (Bonny – 8 Tanks, Forcados – 8 Tanks, Gbaran – 1 Tank and Soku – 1 Tank);

- Eight (**8**) Crude Oil Storage Tanks (**COTs**) & twelve (**12**) Process Tanks (**PTs**) are included, with nine (**9**) Floating-Roofs & eleven (**11**) Fixed-Roofs, ranging in Size from ***1,060-M^3*** to ***104,707-M^3*** (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-M^3*** or up to ***51,101 Tons*** of Sludge to be cleaned & all recovered Oil returned to Renaissance-designated Areas.

6.0 SUMMARY OF PROJECT SITE LOCATIONS & SECURITY MEASURES

Based upon the Project Scope of Work (**SOW**) as summarised above, **SWDA** has identified the various particulars of each of the four (**4**) Project Site locations, in an effort to understand the types of Sites and associated Security Measures that we shall put in place prior to and during the implementation of this ATC / NME Tank Cleaning Project. The following sections shall identify and determine the various Project Sites, their differing physiographic features, and enumerate the various likely Security Challenges at each distinct site location, which **SWDA** shall encounter during this Tank Cleaning Project.

6.1 Summary of Five (5) Tank Site Locations & their Differing Security Challenges

As described within the Renaissance ITT Documents and the above SOW Summary, there are five (**5**) distinct Tank Site locations within this Project, embodying the eighteen (**18**) Tanks that shall be cleaned with **SWDA's** ATC / NME NME Tank Cleaning System, and those four (**4**) Tank Site locations, along with their different physiographic settings & possible Security Challenges, are as follows (**See below Attached Table 1 & Attachment 1**):

1) **Bonny Island Tank Farm & Depot Terminal** – Located 48-KMs southeast of Port Harcourt (**PHC**) in the Finima Village area of the Bonny Local Government Area (**LGA**) of Rivers State:

- The Bonny Tank Farm is located on the East Bank of the Bonny River on 2.27-KM^2 of reclaimed land in Finima Village, hosting eight (**8**) of the twenty (**20**) Tanks included within the Project SOW;
- The Renaissance Tank Farm & Depot Facility handles over 1.25 Million Barrels per Day (**Bbls / Day**) of Petroleum Products, housing the NLNG Plant, making it the largest Petroleum Terminal on the African Continent;
- The setting of the Renaissance Facility is on Bonny Island, which in the past was only accessible by Boat or Helicopter, and now the New Bodo – Bonny Expressway (**25 to 30 Minutes**) offers direct & secure driving to the facility;
- The New Bodo – Bonny Expressway is heavily secured by Checkpoints, and only Authorised Personnel can access the Renaissance Facility by this approach; otherwise, the traditional Billie Jetty Ferry or Boat Ride (**45 to 60 Minutes**) or Helicopter approaches (**15 to 20 Minutes**) are available;
- Based upon our research & past experience, there are eight (**8**) Main Host Communities that are typically incorporated within on-going Operations at this Facility, as enumerated in the previous section; and,
- Being an Island location, Logistics become more difficult, and Security Measures must be put in place prior to mobilizing to this Project Site; and, we envision utilizing ample Armed Ground Security Forces & Creek Gun Boats on stand-by, if the need arises.

2) **Forcados Island Tank Farm & Depot Terminal** – Located 60-KMs west of Warri on Forcados Island in the Burutu LGA of Delta State:

- The Renaissance Forcados Tank Farm is located in the Swamps of the southern bank of the Forcados River, and the Terminal is connected to Shore by a 22-KM SubSea Pipeline for off-loading Petroleum Products to the Tank Farm or to off-shore Vessels, also hosting eight (**8**) of the eighteen (**18**) Tanks included within the Project SOW;
- This Forcados Tank Farm & Depot Facility handles over 400,000 Bbls / Day of Petroleum Products, making it the 2nd largest Petroleum Terminal in Nigeria;
- The setting of the Renaissance Facility is on Forcados Island, which is a Logistically-Challenging setting, and the location is only accessible by Boat or Helicopter;
- Based upon our research & past experience, there are two (**2**) Main Host Communities that are typically incorporated within on-going Operations at this Facility, as enumerated in the previous sections; and,
- Being an Island location, Logistics become more difficult, and Security Measures must be put in place prior to mobilizing to this Project Site; and, we envision utilizing ample Armed Ground Security Forces & Creek Gun Boats on stand-by, if the need arises.

3) **Gbaran – Ubie Central Processing Facility (GCPF)** – Located 100-KMs northwest of PHC & 40-KMs northeast of Yenagoa, Bayelsa State on the State Line along Taylor Creek, on the Bayelsa side in Yenagoa LGA of Bayelsa State:

- The Renaissance Gbaran – Ubie Central Processing Facility (**GCPF**) is located in the Swamps of Bayelsa, and hosts one (**1**) of the eighteen (**18**) Tanks included within the Project SOW;
- This Gbaran Processing Facility is part of a larger Field, where Flow Stations & Storage Areas assist with production & transmission operations in Nigeria;

- The setting of the Renaissance Gbaran Processing Facility is located in a very Challenging Swampy area, and the location is only accessible by Boat or Helicopter;
- Based upon our research & past experience, there are six (**6**) Main Host Communities in Rivers State & thirteen (**13**) Host Communities in Bayelsa State that are typically incorporated within on-going Operations at this Gbaran – Ubie Field, as enumerated in the previous sections; and,
- Being in an inaccessible Swampy area, Logistics become more difficult, and Security Measures must be put in place prior to mobilizing to this Project Site; and, we envision utilizing ample Armed Ground Security Forces & Creek Gun Boats on stand-by, if the need arises.

4) **Soku Gas Plant (SGP)** – Located 40-KMs southwest of PHC in Akuku-Toru LGA of Rivers State:

- The Renaissance Soku Gas Plant (**SGP**) is located in the remote Swamps of Rivers State towards Bayelsa, in a very inaccessible Deep Swamp Location, and hosts one (**1**) & the Last of the eighteen (**18**) Tanks included within the Project SOW;
- This Soku Gas Plant is part of a larger Operation, where Flow Stations & Storage Areas also assist with production & transmission operations in Nigeria;
- The setting of the Renaissance Soku Gas Plant is located in a very Challenging & Deep Swampy area, and the location is only accessible by Boat or Helicopter;
- Based upon our research & past experience, there are two (**2**) Main Host Communities & three (**3**) other Fishing Communities in Rivers State that are typically incorporated within on-going Operations at this Soku Gas Plant, as enumerated in the previous sections; and,
- Being in an inaccessible Swampy area, Logistics become more difficult, and Security Measures must be put in place prior to mobilizing to this Project Site; and, we envision utilizing ample Armed Ground Security Forces & Creek Gun Boats on stand-by, if the need arises.

7.0 COMPONENTS OF SWDA SECURITY ENHANCEMENT PLAN (SEP) – FOR RENAISSANCE TANK CLEANING PROJECT SECURITY MEASURES

SWDA acknowledges that Oil & Gas Operations in the Niger Delta must be anchored with Community trust, transparency and ample Security Measures for any unforeseen circumstances. This Security Enhancement Plan (**SEP**) outlines strategies for addressing possible, and even improbable, Security Challenges that may rise at the different Tank Sites from Bonny through Okoloma, Gbaran, Soku to Forcados during the execution of the Renaissance 18-Tank ATC NME Tank Cleaning Campaign. The following **SEP** Components shall be put in place and practice once **SWDA** receives our Notice to Proceed (**NTP**), and we know which Tank Sites that we shall commence with and identify the associated Security Challenges that we may encounter at each of these Tank Sites, as enumerated below:

S / N	OBJECTIVES	SUMMARISED RESPONSE
1.	**Management of Security** at any **RENAISSANCE** Tank Site location where the ATC / NME Tank Cleaning Services are to be performed.	**SWDA** has established Security Footprints with multifaceted operations throughout its Nigerian operations in support of the IOC's and NOCs. **SWDA's** Security Capacity in the Sub-Saharan Africa region has until now been directed at regional and area management roles in support of IOC & NOC concessional security profiles & operations and mitigating risk to **SWDA** employees and assets during transit to and from operations and whilst at Base locations. Prior to any **RENAISSANCE** Tank Site Mobilization – **SWDA's** Corporate Security would have to conduct a detailed Security Assessment of the operational area / concession and determine what responsibilities and associated exposure that **SWDA** should undertake as the CONTRACTOR to establish the required service.
2.	**Corporate Security Policy**	The **SWDA** Corporate Security (**CS**) Department operates under its **CS Policy** for Nigerian operations and a further country / region specific statement which outlines how the Policy shall be achieved. **Security Policy Statement** – **SWDA's** Corporate Security Department bases its Security Model on a series of key core objectives; bound by the department's primary principle of: "Providing a secure working environment for our employees, contractors, assets (both tangible and intangible) and the entire work community encompassed within our operation, by establishing and maintaining the required Defensive Protection Measures to achieve the objective of mitigating risk and reputational damage while conforming to in-country laws and human rights".

3.	**Incident Management** - Key Elements to Achieve Objectives	**SWDA** has established a Crisis Management Team (**CMT**) at the Corporate level to: • Provide effective strategic support to manage crisis situations. • Identify potential crisis situations and other unforeseen events within the operational areas. • Prepare appropriate Risk-Based Strategies and plans to manage crisis situations as part of the Corporate Risk Management Process. • Key management staff is the principles of crisis management and undertaking appropriate exercises to evaluate the effectiveness of the Security strategies and plans. • Periodically review the Crisis Management Plans to ensure they are appropriate to the business - liaise closely with our Client Renaissance, emergency services and other government organizations in the development and execution of our response to and management of emergencies and crisis.
4.	**Security Plan** - Key Elements to Achieve Objectives	**SWDA** shall conduct detailed Security Assessments specific to each operational area and Scope of Work – incorporate concession Security Support Plan (**SSP / ISF / Relevant Government Agencies**), Security Minimum Standards (**SMS**) and established industry practices to ensure each department Security Plan, procedure and practice achieves the upmost risk mitigation and guidance. Incorporate principles of ethics and conduct in line with human rights to mitigate adverse impact to concession communities.
5.	**Promoting & Maintaining Security Service Quality & Quality Control**, Corrective Action Plan (**CAP**) Management - Key Elements to Achieve Objectives	Implementation of comprehensive audit strategy and process: • Maps to achieve high level of security quality service and control. • Detailed Contractor Security Plans, SOP's and Risk and Resilience Plans reviewed, audited and monitored. • Incident & crisis response drills, audits and corrective action plans for process improvement. • Date registers outlining training, development and full compliance to international, and **RENAISSANCE** / **SWDA** rules & regulations. • Weekly Project Management Meeting. • Daily Report Structure. • **SWDA** Security Management T eam embedded at all operational levels to promote leadership commitment and maintain assurance of quality of service across security operations supporting **RENAISSANCE** & **SWDA**.

6.	**Communication & Support of Local Communities** - Key Elements to Achieve Objectives.	Support **SWDA** & **RENAISSANCEC** Community Socioeconomic Plan by: • Ensuring contracted private security companies recruit from Local Communities. • Corporate Security Management Team (**CSMT**) monitors company government relations department feedback on Community issues. • Monitor socioeconomic team reports. • Adapt a Security Profile for minimum impact to Communities and the environment. • Security Management Team's availability and constructive engagement with Renaissance / concession / Community working groups. • Responsible approach to socioeconomic issues related to our Renaissance-contracted NME Tank Cleaning Operations. • Manage and reduce potential impact and disruption to operations by ensuring a professional Human Resources Plan (**HRP**) is adopted by contracted security company management.
7.	**Physical Security**	Where **SWDA** Security has Security Primacy, each work location (Camp and Tank Site) will be visited prior to the operations starting, an

		assessment made, and a Security Assessment Form will be completed. At this stage, it will be determined the extent of the Physical Security Profile to be allocated, which as a minimum will be commensurate to Industry Minimum Standards (**IMS**). Should the locations be considered a high-risk location, extra Physical Security Measures will be allocated; the **SWDA** Project Security Manager will inform both the Project Managers and concession Security of any additional security allocation. The assessment of the Tank Site and camp locations and the level of Security will be determined by several key factors: **1.** Proximity to main roads; **2.** Proximity to local villages; **3.** Prior incidents within the area; **4.** Current threat level; and, **5.** Current Community Relations situation. **Outline of Physical Security** – Remote Tank Cleaning Site Location: Perimeter: The perimeter of the Site will be commensurate to the prevailing threat and risk. However, as a minimum it will be able to deter and delay any potential external threat and mitigate loss / theft from internal elements. **Gates:** The number of access and egress gates should be kept to a minimum. The gates should be able to be secured and provide the same level of protection as the perimeter. Drop arm barriers will be used during normal working hours to accommodate access, but there must be the ability to lock down the location in the event of a security-related incident. **Guards:** Manned guarding commitment to provide 24/7 operational coverage. The company selected will be fully audited and cleared by both **RENAISSANCE** and **SWDA** prior to operations commencing. Actual numbers and guard locations will be detailed on completion of a full Location Security Assessment. **Security Management:** The contracted security company will provide security management / supervision for the Tank Site location. Additional Security Management from either **RENAISSANCE** and/or **SWDA** will be detailed on completion of a full Location Security Assessment, and in agreement of both SWDA's Corporate & Security Management Teams. **Lighting:** The Lighting Plan at the Tank Site should provide both perimeter and area lighting. Perimeter lighting designed to cast a strong light on the perimeter.

		The lamps should be mounted on top poles inside the perimeter fence and positioned so as to create a glare effect to dazzle and deter an intruder. Area lighting intended to illuminate areas inside the perimeter, which intruders must cross in order to reach their objectives.
8.	**Risk Assessment**	The primary security threat for visitors to Nigeria is crime. Visitors are most likely to be affected by urban forms of crime such as armed robbery, carjacking, Advanced & Free-Fraud (known as "419" in local places) are prevalent in the major cities of the Country. Other security challenges include: • **Terrorism:** The threat of terrorist attacks remains a concern especially in the Northern parts of the Country; Approval of **SWDA** CEO / MD is required for all travels to the Northern parts of the Country. • **Kidnapping:** Kidnapping for ransom is still going on in all parts of the Country; adhering to in-country security procedure is advised. • **Civil Unrest:** Demonstrations occur and have the potential to suddenly turn violent. Avoid all political gatherings.
9.	**POB Identification:** **Access Control**	Where **SWDA** has Security Primacy, it shall maintain at all times through its On-Site Supervisor (**OSS**), a comprehensive list of all the Workers at the Tank Cleaning Site. This shall be done through the use of log-in and log-out Checklists or an electronic access control procedure, if available. The access / egress control shall be manned appropriately and designed to operate efficiently so as to ensure no unauthorised personnel or materials enter or leave the facility. The site static guard force shall record the entry and exit of ALL pedestrians, vehicles, drivers, with the date and time of entry and company / sponsor that they are associated to. They will ensure that all employees and visitors are in possession of the correct ID, and their vehicles have the correct documentation to enter or leave the Tank Site location. On commencing duty, the static site Guard Supervisor is to ensure that: • All registers and logs are up to date, if any discrepancies are found, they must be challenged and addressed before the off- going supervisor is relieved of his duties. • Outstanding material and security passes are accounted for. • A brief from the off-going Security Supervisor is given. The static guards are to maintain the following records: • Occurrence Book. • Visitors Book. • Patrol log.

		The static guards are to ensure that they know who to contact and the lines of communication in case of an emergency. **Visitors to Work Sites:** All visitors wishing to gain entry must inform the relevant department of their planned arrival. Once searched / verified and processed, they shall be directed to the **RENAISSANCE** Supervisor at the Tank Sites. ALL VISITOR vehicles are to park in the designated area. Visitors' vehicles are not to be permitted to drive onto the operational areas, all visitors are to adhere to all **SWDA** HSE Policies and Standards. **ALL VISITORS ARE TO BE INFORMED THAT THEY MUST:** • Park in designated area; • Use reverse parking; • That there is a 10-kph speed limit on and around work locations; and, • That they must wear correct Personal Protective Equipment (**PPE**) at all times, unless in areas not requiring **PPE**.
10.	**Reporting**	Where **SWDA** has Security Primacy, all security incidents at the Tank Site or project activities shall be reported to **RENAISSANCE** Contractor Security Supervisor who shall forward Daily Incident Report of any incident at the facility to **SWDA** Security Team in-country, and this shall in turn be cascaded to the Regional Security Team. However, where **SWDA** does not have Security Primacy, all incidents go through the **RENAISSANCE** Company-designated Security Network. The methods used to communicate security information to employees, i.e. procedures, policies, instructions, information etc. are wide ranging and vary on the operational theater and importance of communication. The list below includes Methods of Communication: **<u>Global Level</u>:** • External Security Web-Page. • Travel Advisory E-Mail / text / text to voice. • External Security Warnings – E-Mail / text / text to voice. **<u>Regional – West Africa Level</u>:** • Regional Briefings – Voice / E-Mail. • Regional E-Mail Alerts and information Intranet boards. • S.A.F.E Intranet boards.

		• S.A.F.E Leaflets. • Individual memos or letters. **<u>Country / Site-Specific Level</u>:** • Morning Security Briefings. • Travel Advisory E-Mail / text / text to voice. • Security Warnings – E-Mail / text / text to voice. • Country Briefings – voice / E-Mail. • Country E-Mail Alerts and information Intranet boards. • S.A.F.E intranet boards. • S.A.F.E Leaflets. • Individual memos or letters.
11.	**Information Protection Policy**	**SWDA's** Protection of Information Policy is hinged on the non-disclosure of confidential and other sensitive information philosophy as embedded in the **SWDA's** Code of Business Conduct Practice (**CBCP**) to which every employee commits to abide by.
12.	**Evacuation Plan Outline – General**	**<u>Evacuation Plan</u>:** This Emergency Evacuation Plan (**EEP**) is prepared to respond to all emergency situations which may require personnel to be removed from remote worksites locations back to the **SWDA** Base. The degree to which the plan is implemented will depend on the severity of the incident, the number of persons involved and the level of risk to personnel. **SWDA** categorises Nigeria as a **LEVEL 5 – Very High Threat Concept of Evacuation:** The overriding general concepts of the evacuation process are as follows: – **<u>Authority</u>**: The Senior **SWDA** Director orders to evacuate all Expatriates. – **<u>Alert</u>**: Staff is to be informed of the decision to evacuate. – **<u>Muster</u>**: Staff group together at the Muster Point e.g.: **SWDA** Base. – **<u>Embark</u>**: Staff move together from the Muster Point to the Embarkation Point, e.g.: airport / border. – **<u>Evacuate</u>**: E.g. Staff board a commercial flight or into vehicles and evacuate. – **<u>Reception</u>**: Staff are to be received at their destination.

13.	**Security Evacuation Plan**	**Security Situation:** The choice of Evacuation Method will be based on the security situation at the time and will be based around two scenarios: **1. Gradual Deterioration in the Security Situation:** There is a steady deterioration in the security conditions in the Operating Area. **SWDA** Management orders an evacuation of Expatriates. This would, situation allowing, be carried out in a controlled manner and under non-hostile conditions. **2. Rapid Deterioration in the Security Situation:** A rapid deterioration in the security situation in the operating area dictates the necessity for staff evacuation with little or no notice. This may also involve a period of Stand Fast on remote locations. **Alert Levels:** General Alert states are set by the **SWDA** Country Security Manager, taking into account the prevailing and anticipated security situation. Alert States are to be prominently displayed to ensure that personnel are aware of current alert states and any other security restrictions in place. **Alert State Changes:** Any change in the Alert State should be reported to on and off-site personnel, senior management both in and out of the Country, and to affiliated security and medical response organisations. **Alert States**

Level	Color Code	Descriptor
1 – Very Low	Blue	Normal Situation
2 – Low	Green	Preparation & Planning
3 – Medium	Yellow	Elevated Awareness
4 – High	Orange	Security Approvals
5 – Very High	Red	Stand Fast
6 – Unacceptable	Black	Evacuation

		Triggers: Triggers are prevailing events or conditions that influence the decision to set a particular evacuation alert State and are directly linked to pre-planned actions. **SWDA** Security Management will review the prevailing security situation and make decisions on any changes to Alert States. **Evacuation Decision Process:** **Local Site Evacuation:** - Local Evacuation of a site or location may be required with very short notice and may only be for a limited period of time. - The Senior **SWDA** Director or Supervisor on-site should, where possible, inform their line manager or the **SWDA** Lead Security Manager of the problem before evacuating any location. - The safety and security of staff is paramount, and if there is any immediate threat to personnel, the site should be vacated immediately. - Report the incident as soon as possible through the Line Manager and/or **SWDA** Lead Security Manager and remain in a safe location for further instructions: Safe Havens will be stated when operations begin. - The **SWDA** Crisis Management Team (**CMT**) will be convened if the situation dictates. - If long term consequences are apparent, then Business Continuity should be considered. **Larger Scale Evacuations (Tank Cleaning or City Operational Area):** - Larger scale evacuations involving significant operational and asset implications will be made by the **CMT**. - The **CMT** will confer on the correct course of action in response to an incident where evacuation may be required. - Where possible a progressive evacuation of non-emergency personnel will be conducted. In this case, the **CMT** will remain as the last evacuees. - Business Continuity should be considered, but staff safety and security will be the overriding factor.

		Crisis Management Team (CMT) Should the situation dictate, evacuation of **SWDA** from the Field will be managed by the Crisis Management Team (**CMT**) based in the **SWDA** Base. As a minimum the **CMT** will be composed of: – **SWDA** CEO / MD – **SWDA** Operations Director – PSC Operations Manager – **SWDA** HSE Manager – **SWDA** On-Site Manager / Supervisor Other staff may be included as and when required. Any decision to evacuate should take into account the following: – Identification of intermediate and final destinations. – Security of **SWDA** personnel, property and equipment. – Medical coverage during evacuation process. Evacuation of a particular work location will be under the management of the Senior **SWDA** Security / Supervisory staff at that site. Reports should be provided to the **SWDA** Security Manager as soon as is possible. Evacuation from a work site where **SWDA** does not have Security Primacy will fall under the **RENAISSANCE** protocols.
14.	**Voluntary Principles on Security & Human Rights** (**VPSHR**)	All staff for **SWDA** Operations receives formal training on the ***"Voluntary Principles on Security and Human Rights"*** which include instruction on the ***"Rules for the Use of Force"*** specific to Country / area as dictated by the National Government. All the Government Security Agency Personnel are statutorily trained in the distinction between the Rules of Engagement (**ROE**) and the Rules for the Use of Force (**RUF**), the former being only applicable to military forces. **Rules for the Use of Force (RUF):** All Government Security Agency Personnel receive training on the Rules for the ***"Use of Force"*** that is specific to their area of operations as dictated by the Nigerian Government. **Graduated Force Response (GRF):** All security employees receive training on ***"Graduated Force Response - GRF"*** that is specific to their area of operation as dictated by the Nigerian Government.

7.1 Security Enhancement Plan (SEP) Conclusions

This Security Enhancement Plan (**SEP**) demonstrates **SWDA's** commitment to identify, enumerate & plan for the various Security Challenges we may encounter during this **RENAISSANCEC** ATC & NME Tank Cleaning, Sludge Treatment & Waste Management Project. By integrating known information, identifying the Host Communities & determining likely Security Scenarios, **SWDA** provides for the various Security Measures that shall be put in place at each of the four (**4**) **RAEC** Tank Site locations, to ensure Successful & Safe Operations (**See Attach 1 – Site-Specific Security Plan Outline**).

ATTACHMENT 1 - PREPARATION OF PROJECT SITE-SPECIFIC SECURITY PLANS

Upon Award to **SWDA** of an operational Scope of Work (**SOW**) or Notice to Proceed (**NTP**), and where the Terms of Contract require, the Corporate **SWDA** Security Team shall produce an In-Country and Site-Specific Security Plan dependent on the Client **RENAISSANCE's** security requirements & responsibilities, and the document would cover, but not be limited to, the following Outline:

1.0 INTRODUCTION
2.0 PROJECT AREA
3.0 RISK / THREAT ASSESSMENT
3.1 THE THREAT
3.2 INTELLIGENCE SUPPORT
3.3 PROJECT ACTIVITY OVERALL
3.4 ROUTE ANALYSIS TO / FROM PROJECT / BASE LOCATIONS
4.0 TRAVEL MANAGEMENT
5.0 SECURITY REQUIREMENTS
5.1 OPERATIONAL ESTABLISHMENT AND SUPPORT
5.2 JOURNEY MANAGEMENT PLAN
5.3 PERSONAL SECURITY DETAILS (PSD)
5.4 PHYSICAL SECURITY MEASURES
5.5 WORK SITE ACCESS CONTROL
5.6 TRANSPORTATION OF EXPLOSIVES AND DETONATORS
5.7 LOGISTIC SUPPORT PLAN
6.0 COMMUNICATIONS PLAN
7.0 MEDICAL PLAN
7.1 MEDICAL EVACUATION PROCEDURES
7.2 PSD TEAM MEDICAL QUALIFICATIONS
7.3 TIERED MEDICAL RESPONSE
7.4 REPATRIATIONS
8.0 EMERGENCY PROCEDURES
8.1 INCIDENT MANAGEMENT
8.2 EVACUATION PLAN
9.0 PSC HUMAN RESOURCES
9.1 PERSONNEL RECRUITING AND VETTING
9.2 CREW SELECTION AND TRAINING
10.0 QUALITY ASSURANCE / QUALITY CONTROL PROCESS
11.0 HOST NATION COMPLIANCE
12.0 VOLUNTARY PRINCIPLES

ANNEX A – STATIC GUARD ORDERS
ANNEX B – SITE HANDOVER FORM
ANNEX C – SWDA PROJECT EMERGENCY RESPONSE PLAN (PERP)
ANNEX D – SWDA CMT POINTS OF CONTACT
ANNEX E – EVACUATION PROCEDURE (ROAD & MARINE)
ANNEX F – INCIDENT REPORTING COMMUNICATIONS PROTOCOL
ANNEX G – PHYSICAL SECURITY PROFILE: TANK CLEANING OPERATION

SWDA Limited
SOUTH WEST DESIGN AFRICA LIMITED
...Gloves Of Oil Recovery

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