



Group Crisis Management Plan (CMP)

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1 OBJECTIVES

This document introduces HKA's Crisis Management Plan (CMP). Founded on best practice principles of organisational crisis preparedness, it is designed to support a culture that is aware of the importance of crisis management and one which understands the differences between this and other organisational resilience initiatives, such as emergency response and business continuity planning.

It covers:

- The mechanisms (hard aspects) to respond to crisis;
- The competencies, behaviour and culture (soft aspects) in place to manage the response to crisis; and
- The organisational relationships to provide advocacy in a crisis.

The objective of this plan is to ensure that HKA is capable of mounting a world class strategy-led management response to any crisis that may impact on its business across the HKA Group. This includes incidents that may impact on people, the environment, property or the financial performance of HKA.

2 POLICY AND GUIDING PRINCIPLES

HKA is committed to the systematic identification and management of risk across the Group through its Risk Management Framework. Crisis management forms an integral part of that framework. The CMP:

- i. identifies members of the Crisis Management Team or Teams (CMT)s at Group level;
- ii. describes the specific roles and responsibilities of the Group CMT;
- iii. outlines the Group CMT's position within the wider HKA crisis management structure; and
- iv. provides all details of available resources and contacts that the team can call upon as needed.

Crisis management is owned by HKA's Chief Operating Officer. This ensures both sufficient sponsorship to maintain the processes of crisis management and regular review for effectiveness takes place under the oversight of the HKA Board.

HKA is committed to being a good corporate citizen and acting responsibly to all its stakeholders. It acknowledges its duty to provide safety leadership across our range of worldwide services, in addition to complying with local legislation, safety standards or other specific client requirements, promoting continual improvement in operational health and safety risk reduction, hence retaining the trust of its stakeholders.

3 DEFINITIONS

3.1 Crisis

A crisis can be an issue or event that has the potential to impact the organisation in terms of safety of life, impact on the environment, continuity of business or damage to reputation where there is a degree of complexity so that it is unclear what action should be taken and where extraordinary resources are required to bring the situation under control and manage it to a satisfactory outcome. This may include, but is not restricted to, incidents such as a senior resignation / dismissal, death or serious injury, an infectious disease outbreak on a national or international level, loss of a major contract, region-wide IT failure, terrorism, regional conflict, or other security threats.

3.2 Emergency

A sudden, unexpected event requiring immediate action due to the potential threat to health and safety, the environment, security or property.

3.3 Incident

Any event which is not part of HKA's standard operation or service and which causes, or may cause, an interruption to, or a reduction in, the quality of operation of an organisation or service.

3.4 Issue

A genuine or potential risk to HKA's reputation. Something that, if not properly managed, could develop into a serious challenge to our 'license to operate' – legal, regulatory or social.

3.5 Crisis Management Team

The team that provides indirect support to the operational response to any crisis. This team is responsible for managing internal and external stakeholders and maintaining communication between various elements and units within the business.

3.6 Crisis Management Plan

The plan that details how HKA will respond to a crisis in an effective, timely manner, with the goal of protecting life, the environment, assets and reputation. The CMP guides communication with external stakeholders including appropriate authorities, media, as well as internal audiences.

3.7 Business Continuity Plan

The overarching plan that establishes the advanced arrangements and procedures that will enable HKA to respond to a crisis in ways to ensure critical business functions continue despite heightened levels of disruption or critical change. BCPs will be established for various HKA's locations and functional services.

4 CRISIS CLASSIFICATIONS

HKA's crisis classification and management criteria guide members of the CMT to determine at what level a crisis should be managed and when an issue requires escalation to the level above.

As each and every situation is different, staff and regional teams are encouraged to raise the matter with any member of their respective regional CMT if in any doubt, and to use HKA's crisis management structure to escalate the issue for attention.

HKA has adopted the following level of crisis classification and management in line with best practice:

4.1 Level 1: Gold

Level 1 Crises will be managed by the Group CMT.

- An imminent, wide-scale threat to life, reputation or operations
- Many offices are impacted
- Requires response by external agencies
- An uncontained incident in multiple countries
- Impacting the wider HKA Group and extraordinary resources are required to manage the impact

The Group CMT will actively be involved in managing the crisis to mobilise Group resources as and when required. Examples include:

- Fatality, disease, or severe injury to staff or the public
- An infectious disease outbreak in form a major epidemic, or a global pandemic

- Technical failure causing major injury and widespread disruption;
- Regional conflicts, civil unrest, or any immediate evacuation requirement;
- Major pollution or damage to protected wildlife or ecology;
- Enforcement authority serves prosecution notice due to any reason;
- Natural disasters, terrorism, major accident, kidnap or hostage situations; or
- Severe threat to HKA's public image.

4.2 Level 2: Silver

Level 2 Crises will be managed by the Regional CMT.

- Moderate risk to life, reputation or operations;
- Single or multiple offices/sites may be impacted in a region;
- Might require response by external agencies and the Group CMT,
- An uncontained incident in multiple locations within a region.

The Group CMT will be informed and support the crisis management efforts as required. Examples include:

- Technical failure causing no serious injury but significant disruption
- Civil unrest causing risk to staff and / or property (i.e. riots)
- Enforcement authority serves notices that stop activity
- Regional conflicts, civil unrest, or any immediate evacuation requirement;
- Fire, bomb threat, earthquake with no injuries or permanent structural damage or an incident that might have significant reputational impact.

4.3 Level 3: Bronze

Level 3 Crises will be managed by the Office CMT or heads of business unit/s.

- Low risk to life, reputation or operations;
- Impact on single office/site;
- May or may not require a response by external agencies (e.g. fire, police);
- A contained incident with controls in place to deal with it;

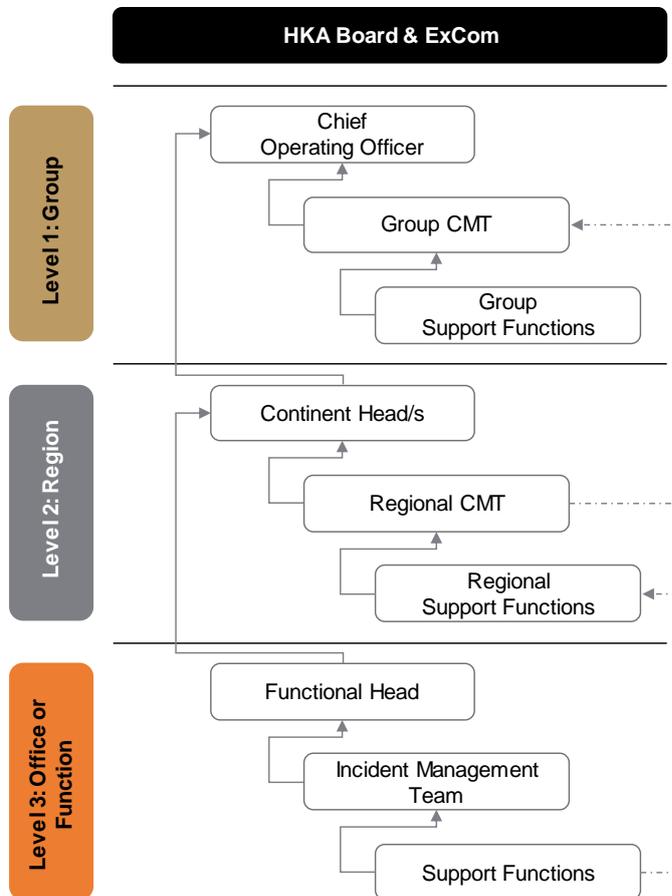
Examples include:

- Moderate incident with the potential to cause injury and / or disruption and / or reputational damage;
- Limited spill / release causing minor pollution or minimal damage to wildlife or ecology;
- Enforcement authority serves notices for which formal action is required;
- Limited breach in security, small fire, limited power outage or suspicious package.

5 CRISIS MANAGEMENT REPORTING STRUCTURE

HKA has given pragmatic consideration to creating a structure of teams which can support the tactical, operational and strategic elements of a crisis response.

As such a three-level crisis management structure operates at Group, region/ business unit and site/office level to facilitate the implementation of a strategic, operational and tactical crisis response.

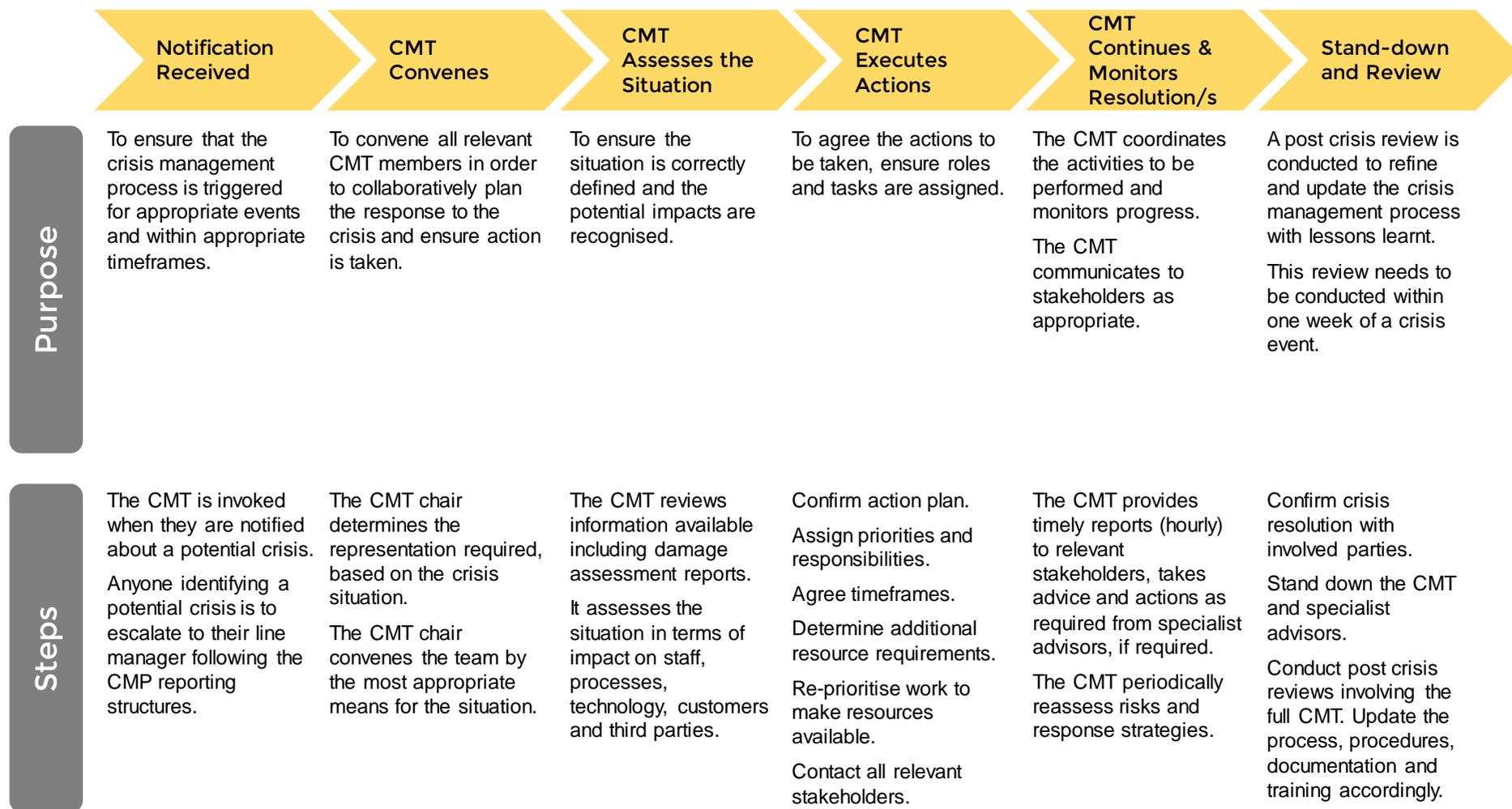


This structure is informed and governed by a suite of Regional CMPs which capture the roles and responsibilities of the relevant teams.

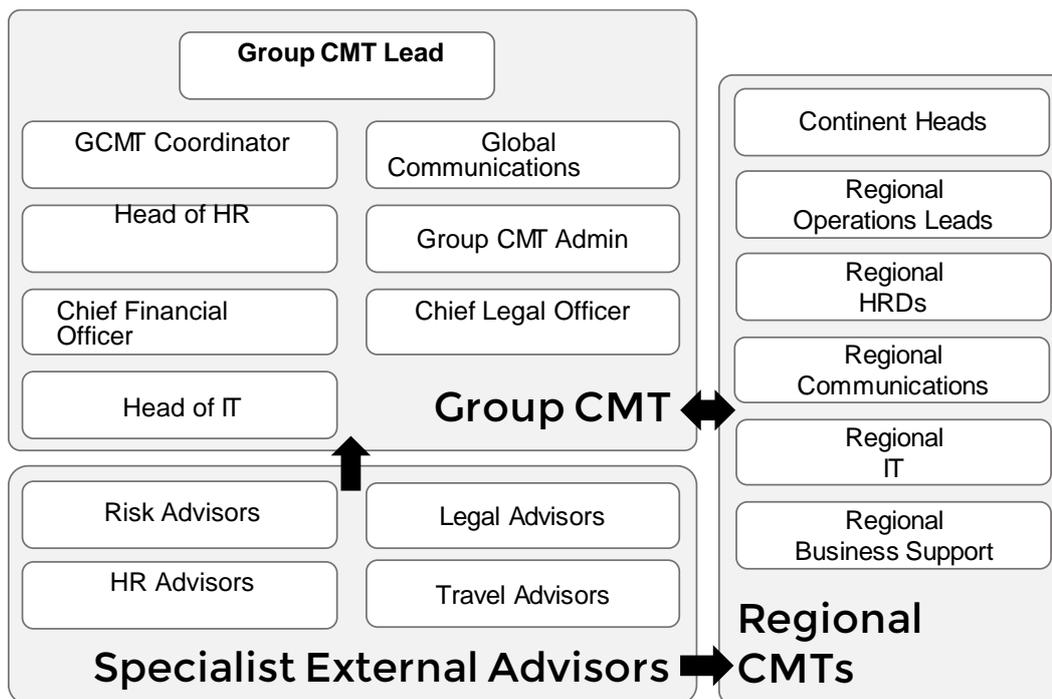
Hierarchies in HKA's crisis team structures are different to the day-to-day organisational reporting lines.

The Group CMT Coordinator and GCMT Administrator will work closely with the Regional CMT Coordinators and Regional CMT Administrators respectively, to cascade the information from Group CMT to Regional CMTs, and follow through with actions and decisions as required.

6 CRISIS MANAGEMENT PROCESS



7 GROUP CMT TEAM STRUCTURE



8 KEY ROLES & RESPONSIBILITIES

8.1 Group Crisis Management Team (GCMT)

The role of the Crisis Management Team (CMT) in a time of a crisis is first to ensure the health, safety, and wellbeing of HKA staff and their families, to manage the safe delivery of HKA's business strategy, and to prevent undue reputational damage caused by a serious event. The CMT has the decision-making responsibility based on information provided to them from various sources.

Not all CMT members may be called upon as decisions are situation dependent. In a time of crisis the individual best suited to serve as the team leader will act in that capacity.

As a member of the CMT, each individual's responsibility will vary, depending on the type of disruption. A member may need to take on two roles with a role that is outside their usual jurisdiction and delegation. A successful response to a crisis is dependent on how efficiently the CMT can assess the crisis based on information at hand and the subsequent impact/s, address the issues and communicate to stakeholders.

The CMT will develop internal and external messages with support from the communications team to customers, regulatory bodies, government agencies, law enforcement, media and staff. Clear, concise and timely communication is paramount.

The CMT will also provide the necessary financial approval to the level of their delegation and/or provide the avenue for delegations above this.

Each CMT member has a nominated alternative. It is the responsibility of the Crisis Management Team members to inform their nominated alternates and make them aware of their roles and responsibilities if called upon in a crisis situation.

8.1.1 Responsibilities

- Coordinate HKA's response to a major disruption.
- Coordinate the timely provision of information and advice to the executive and the Board.

- Allocate resources and undertake necessary actions to ensure the provision of critical deliverables are restored/provided as soon as possible following a major disruption.
- Coordinate the implementation of the Business Continuity Plan (if activated) and functional unit service continuity plans.
- Monitor the implementation of the Communication Plan and ensure communication protocols are followed for internal and external stakeholders.
- Nominate an alternate to continue in each of their normal day-to-day role and duties if necessary.

8.1.2 Priorities

- Safety and protection of staff;
- Reduce impact or trauma;
- Protect the work environment;
- Restore critical business processes and systems;
- Reduce the length of the interruption of HKA's service delivery operations;
- Maintain client relations; and
- Provide timely and accurate communications to the executive and all stakeholders.

8.1.3 Initial Actions

- Establish lines of communication with specialist advisors or technical teams and clarify the details of the disruption and potential impacts to the business.
- Establish lines of communication with the executive team to ensure they receive timely and accurate information of the incident and regular status updates.
- Make initial assessment of issues (e.g. personnel, technical, etc.) arising from the incident, then consider options and formulate response and actions.
- Maintain a personal log of actions.

8.1.4 Ongoing Actions

- Continue to monitor progress and reports from specialist advisors, technical teams and emergency response personnel.
- Guard against employee burn out over extended outage periods.

8.2 Group CMT Lead/s

The GCMT Lead gives direction and authority to the team's activities, while the GCMT coordinator handles the procedure. The GCMT Lead enables the GCMT to understand the issues and manage them and is responsible to the HKA Board for the management of the Gold-level crisis.

8.2.1 Initial Actions

- Get a full briefing from the CMT coordinator
- Confirm the composition of the CMT including legal, HR, communications, technical and

CMT coordinator at a minimum and attend first meeting

- Provide an initial situation report to the COO and other Board members as appropriate, with an overview of HKA's response
- Agree with the CMT coordinator the structure the initial meeting and the requirement for further CMT meetings
- Authorise the initial holding statement to the media
- Keep a personal log of key decisions and actions taken.

8.2.2 Ongoing Actions

- Develop policy options and recommend courses of action
- Delegate work streams to CMT members according to their responsibilities
- Oversee implementation of actions
- Brief the Executive and the Board on a regular basis and escalate strategic decisions
- Ensure correct authorisation limits for CMT members are followed
- Ensure well-being of CMT members

8.3 Group CMT Coordinator

While the GCMT Lead gives direction to the team's activities, the CMT coordinator handles the procedure and establishes and runs the Crisis Room. The coordinator ensures meetings are conducted effectively (using the tools and processes outlined later in this document, directs the board-writer and administrator, and establishes a structure of meetings for the CMT). The CMT coordinator acts as a filter, classifying the incident, and consulting other crisis management team members, and informing the appropriate people. In consultation with the CMT Lead, the CMT Coordinator may inform other stakeholders, which may include members of the Regional CMTs. Where there is potential media interest, the CMT Coordinator will notify the media and communications lead.

8.3.1 Initial Actions

- Mobilise the Group CMT alone but will normally first consult with the Group CMT Lead. They may also mobilise HR and communications crisis support teams.
- Once the decision is taken to mobilise the team(s), the CMT Coordinator coordinates the calling of the appropriate team members and setting up the CMT room.
- The CMT coordinator is responsible for gathering information and preparing to brief the CMT at their first meeting. The responsibility for running the first meeting will be the responsibility of the CMT Lead.
- Get a full briefing from the local resource/s who reported the crisis and organise the first CMT meeting in order to brief the Group CMT.
- Coordinate the initial meeting (physical or virtual) using the appropriate charts and data
- Capture actions and key information
- Establish communications with IT administrator on behalf of the Group CMT Lead.
- Draw up the situation report for approval and / or delivery by the Group CMT Lead to the CEO and the Board or any wider audiences

- Confirm when the next meeting of the CMT will take place, allowing the CMT to complete actions as appropriate
- Keep a personal log of key decisions and actions taken.

8.3.2 Ongoing Actions

- Brief team members on developments occurring between meetings
- Maintain regular liaison with the regional and country / business unit-level
- Establish a format for reporting to and updating the Board
- Monitor the progress of actions
- Keep the GCMT Lead closely informed of all developments and information
- Convene meetings of the CMT as agreed with the Group CMT Lead.

8.4 Group CMT Administrator

The CMT coordinator will source administrative support, usually from the executive support team. Typical tasks will include board-writers and supporting the CMT coordinator as required, keeping an electronic log of events and actions at meetings and enabling maintenance of the CMT by arranging food and drink, accommodation, transport, office supplies and services as required. Assist the CMT coordinator with capture and display of information in the Crisis Room. This role may be filled by one or more experienced staff, usually taken from either the coordinator or the CMT coordinator pools.

8.4.1 Initial & Ongoing Actions

- Maintain close liaison with all CMT members to gather and record relevant information
- Receive situation reports from other groups, such as Relatives Response, media Response and Group or Regional CMTs and share with the CMT coordinator
- Process such information so that it may be useful and display it appropriately
- Enter all incoming information in a format that allows CMT members access to the information – whether that be electronically or manually
- Coordinate any PRO efforts or liaison with government authorities through PRO
- Assist with the preparation of briefing material.
- During the first meeting maintain an incident log in a format directed by the CMT coordinator
- Record a trail of thought processes, leading to decisions taken by the CMT
- Record details of actions decided upon and actions taken.
- Provide and other administration support as requested – sourcing additional resource if required.

8.5 Media & Communications

The communication representative on the CMT is also the crisis communication lead. They take overall responsibility for managing the communication response to a crisis. They will identify reputation risks, providing on-going reputational advice and deciding the overall strategy for communicating with both internal and external stakeholders, including the media.

8.5.1 Initial Actions

- Receive a full briefing from the CMT coordinator and attend the first CMT meeting
- Agree activation of the crisis communication plan with the Group CMT Lead
- Put on standby or mobilise and brief the crisis communication team and external resources if not already done by CMT coordinator
- Ensure respective roles and responsibilities are clear and to find out if communication support is required
- Assess the reputational consequences of the crisis, the high-level communication strategy (including media response) and the high level messages
- Provide final sign-off for the initial media statement and employee email communication, coordinating with other key members of the CMT Lead
- Keep a personal log of key decisions and action taken.

8.5.2 Ongoing Actions

- Continue to review the high-level messages as the incident develops
- Provide final sign off for communication materials, coordinating with other key members of the GCMT (Lead and Legal)
- Provide regular incident updates to the crisis communication deputy team leader
- Facilitate access to senior management who are required / should make contact with external stakeholders
- Review any communication initiatives that may need to be withdrawn in the event of the crisis
- Decide when the crisis communication team and media relations team should be stood down, liaising with the CMT Lead.

8.6 Head of HR

To ensure that an effective HR response is being undertaken to include all aspects of the welfare of those involved and their relatives; provide humanitarian assistance wherever appropriate; and to advise the CMT on the HR issues arising.

8.6.1 Initial Actions

- Receive a full briefing from the CMT coordinator and attend the first CMT meeting
- Mobilise the HR crisis support team if there is a need, and if not already undertaken by CMT coordinator
- Establish communications with the HRDs within the Regional CMTs as required
- Obtain an up to date personnel list
- Establish the status of those involved, including details of casualties
- Verify responsibilities for contractors' relative response
- Undertake headcounts where necessary

- Disseminate approved information internally, in collaboration with communication and media lead
- Provide the CMT and representatives at the incident site with personal details of the victim(s) and their families, including next of kin
- Arrange the appropriate transportation, reception and rehabilitative treatment of employee(s) / victim(s), and their families following an incident
- Ensure that a representative of the organisation will provide support to families
- Keep a personal log of key decisions and action taken.

8.6.2 Ongoing Actions

- Assess effects of an incident on employee wellbeing
- Ascertain staff who were affected both inside and outside HKA – monitor employee morale
- Arrange for visits by company representatives to victims as required
- Monitor movement of personnel and casualties from location and ensure welfare of staff and contractors is coordinated
- Liaise with the Chief Legal officer regarding handling claims and what additional resources will be required at the location.
- Address cultural issues, if any
- Ensure HKA is able to respond to the incident according to labour contract provisions and labour laws

8.7 Continent Heads

This role on the CMT will come from relevant regions. The Continent Heads will explain to the CMT the specific issues and challenges with regards to their region, and matters that have been decided or discussed at Regional CMTs. They should draw in expertise from within their function.

8.7.1 Initial & ongoing Actions

- Establish and mobilise Regional CMPs as and when required
- Chair the Regional CMTs in accordance with Regional CMPs
- Ensure attendance in Group CMT Meetings, and frequent and clear communication with the Group CMT
- Receive a full briefing from the Regional CMT Coordinator and attend the CMT meetings
- Establish communications with the relevant resources within their respective regions
- Consider if the site / office has the most relevant knowledge or skill set for the addressing the crisis and bring in additional resource as required
- Present a picture of the issue to the GCMT and any regional and operational considerations
- Keep a personal log of key decisions and actions taken.
- Provide specialist technical advice and support to the CMT and the asset as the situation evolves.

APPENDIX 1: FLOW OF GCMT MEETINGS AND INFORMATION

At the initial meeting, the Group CMT Coordinator will follow the following format:

- Welcome everyone to the room
- Summarise the situation
- Suggest objectives (protect people, environment, reputation) and the role of this team
- Ask each region – in turn – to pose any questions to the Room and ask the board-writer to keep a list of further information required.
- Ask each region's Regional CMT Coordinator or Continent Head, in turn, to outline:
 - Regional situation report
 - Update on outstanding actions assigned to each region
 - Outstanding questions they may have
 - Immediate actions that should taken
 - Regional decisions
 - Any major, long term issues they wish this team to consider.
 - Regional communications and engagement with staff
- The Group CMT Coordinator will then summarise actions and check owner and deadline
- Ask if anyone has anything to add
- Cross check with CMT Lead if they are happy with the suggested actions
- Close meeting reminding people:
 - of time of next meeting (including call with Group and Regional CMTs)
 - =considerations on paper trials etc. keep it brief and factual

APPENDIX 2: CRISIS ROOM RESOURCES LIST (ONE IN EACH REGION)

Staff and asset security during a crisis can be an important consideration. A risk assessment should be carried out to examine whether extra security resources are required. Given the sensitive nature of the material within the crisis room, this facility should be secured at all times. A viable alternative location to the Crisis Room should be nominated and equipped with an acceptable level of functionality. If the crisis room is located in an area where disruption to electricity and communications is likely, additional measures should be introduced to mitigate this threat.

Below is a list of recommended resources in the crisis room.

Facilities	Notes	Checklist	
Seating			
Central table with at least 15 seats and capacity to bring in more.	The Group CMT has a 'core' membership of five and up to 10 additional roles.	Y	N
Communications			
Teleconference number		Y	N
Speakerphone	Ideally a dedicated speakerphone and a number of microphones	Y	N
Video conference facility (Skype for Business)	Video conferencing should be in addition to and not seen as a replacement to teleconferencing	Y	N
Telephone lines	Telephones to be used in between crisis management team meetings	Y	N
Network access points		Y	N
Spare laptops	In case CMT member laptops are inaccessible	Y	N
Copying / printing facility	Should be dedicated to the room	Y	N
Additional toner	Must always be replaced when used	Y	N
Wireless access	Wireless access to allow third parties to have an internet connection. Can be completely off the network if security is a concern		
4G data card		Y	N
Equipment			
Two white boards	Electronic white boards can save time	Y	N
Projectors or Screens	Ideally one screen for a running log and another for presentation and plans etc. The projector system should have sound capability	Y	N
Television (Satellite / Cable)	A television and mechanism to record is critical – especially if the media team is not located nearby	Y	N
Shredder		Y	N
Clocks	One for local time and two for incident location time	Y	N
Phone chargers (iOS and Android)	Spare batteries are also useful	Y	N