



**CITICORE
RENEWABLE
ENERGY**

**Integrated Management System
(Quality, Environment, Health and Safety Management System)**

Operational Procedure

ISSUES MANAGEMENT AND CRISIS COMMUNICATIONS

Document Code, Rev: 1




Effective Date: May 10, 2023





VERSION HISTORY

Rev. No.	Rev. Date	Description of Change	Author / Originator
00	March 01, 2017	Initial Issuance	
01	May 10, 2023	Change in Formatting	

	Name	Position	Signature	Date
Prepared by:	Jeffrey Canosa	ESH Officer		
Reviewed by:	Fiona Nicolas	Corporate Affairs, Head of Department		
Reviewed by:	Mia Cortez	Chief Finance Officer		
Approved by:	Oliver Tan	President & CEO		

Copyright 2023. Citicore Renewable Energy Corporation. All rights reserved.

No part of this procedure may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of Citicore Renewable Energy Corporation.

While every effort has been made to ensure the accuracy of the information contained in this accounting manual, Citicore Renewable Energy Corporation assumes no responsibility for errors or omissions, or for any damages resulting from the use of the information contained herein.

This procedure is intended for internal use only by Citicore Renewable Energy Corporation. employees and authorized personnel. Any unauthorized use, dissemination, or copying of this procedure is strictly prohibited and may be a violation of applicable laws.

TABLE OF CONTENTS

1	OVERVIEW	04
2	POTENTIAL CRISIS.....	04
3	STRATEGY DEVELOPMENT PROCESS	04
4	COMMUNICATION STRATEGY	05
5	COMMUNICATION POLICY	05
6	AUTHORISATIONS	08
7	ROLES AND RESPONSIBILITIES	08
8	CRISIS EVENT ASSESSMENT.....	10
9	CRISIS EVENT RESPONSE.....	11
	9.1 Business Unit Evacuation event.....	11
	9.2 Kidnap and/or Extortion (Ransom) Threat.....	12
10.	CRISIS EVENT RECOVERY.....	13
	10.1 Determining when a crisis event response is no longer required.....	13
	10.2 Recovery Planning Considerations	14
	Management of People:	14
	Management of Business	14
	10.3 Post–Crisis Event Review	15
	10.4 Personnel Debriefing and Counselling.....	15
11	APPENDIX.....	16
12	REFERENCES.....	16

1 OVERVIEW

The success of a response throughout a crisis event will be determined by the manner the Crisis Management Team manages information, plans and responds under the direction of the CMT Leader, and continually assesses all available factual (validated) information.

With current (validated) information, the CMT Leader will ensure the crisis event is stabilised as quickly as possible and that 'decision makers' will be able to account for their decisions during the subsequent investigation process.

With an understanding of the issues, the CMT can begin planning the immediate response and (longer term) recovery; it is essential that the CMT utilise a single planning process that allows a set of circumstances to be examined, assessed, and a logical decision made.

2 POTENTIAL CRISIS

This document is produced to provide support and guidance in the event of the following broad categories of potential incidents/emergencies/crisis events threatening the personnel or assets of Citicore or associated operations:

- **Safety and Health aspects including (but not limited to):**
 - Plant Incidents – machine collapse, solar tables collapse
 - Fire/explosion incidents
 - Transport related accidents – including vehicle and aviation incidents
 - Personal injury/serious threats to health of local teams
- **Security threats including (but not limited to):**
 - Terrorism
 - Acts of violence/threats against personnel and/or assets
 - Civil disturbance/political unrest
- **Environmental including (but not limited to):**
 - Contamination of local waterways
 - Dam failure
 - Threat to any local species
- **Operation related:**
 - Employee dispute
 - Extended Plant Disruption
- **Community and Government, including:**
 - High level of interest/concern from local communities
 - Local indigenous issues
 - Media interest
- **Reputation related aspects, including:**
 - publicity of significant adverse event
 - Cultural heritage issues
 - Compliance breaches – e.g. safety/environmental/regulatory
- **Natural disasters including (but not limited to):**
 - Severe storm/Typhoon
 - Tidal surge/tsunami
 - Earthquake

3 STRATEGY DEVELOPMENT PROCESS

The Crisis Management Team Strategy Development Process includes the establishment of a situational understanding of the current or potential crisis event environment and ensuring it reflects factual reality. Information obtained by the CMT must be validated as soon as possible in order to effectively establish the foundation of strategic planning.

The first phase in responding to a crisis event is an assessment of the situation; an initial assessment can be made based on accurate first-hand information from internal sources (or by reviewing the available information in the public domain such as early reports from media, social media, community info).

As well as capturing and communicating known (validated) information, it is equally important to start compiling a list of priority information requirements to aid the CMT's response. The initial situation assessment must answer the:

- Who
- What
- Where
- When
- Why

Once this has been achieved, the CMT needs to maintain an understanding of the situation as it changes; this is managed in accordance with the CMT Strategy Development Process.

SDP provides guidelines for ensuring response strategy is continuously monitored, updated and communicated to all relevant personnel.

4 COMMUNICATION STRATEGY

Throughout any response to a crisis event, there will be multiple layers of initiated interfaces and associated communications. Effective communications are at the heart of avoiding or escalating a crisis event and successfully managing one.

Telephone Support Team (TST) Communication Management Process addresses the crisis event response protocols to be considered when communicating with the most likely interfaces such as (but not limited to) those identified below:

1. Family, friends and co-workers;
2. Internal/External stakeholders and/or interest groups;
3. Media (radio, television, print, social media etc.);
4. Government and/or regulatory authority stakeholders;
5. Customers and/or Joint Venture Partners.

5 COMMUNICATION POLICY

This section details a systematic approach to managing communication activities related to a crisis event, which has the potential to seriously threaten Citicore's reputation and plant operation

The processes outlined require all operational issues and potential crises to be reported to Business Unit General Managers and to the President. Any issue that emerges at a corporate level, such as a major threat to the reputation of Citicore, should be immediately reported to the President.

All media materials, including holding statements and media releases must be reviewed and approved by the CMT Leader and President

From a communication perspective, it is recognised that Citicore plant site office staff will play important roles in any crisis event – each must have a clear understanding of their role in any communication strategy.

The following table provides a summary of these roles and responsibilities and required interface:

BUSINESS UNIT (BU)	CORPORAT E
General Principles of Communication Management	
<ul style="list-style-type: none"> Communicate to their BU General Manager or Supervisor throughout the crisis event Provide information about the incident and potential impact on people, assets, reputation etc. Maintain regular communication and effective interface with CMT 	<ul style="list-style-type: none"> Drive communication strategies with all Stakeholders throughout the crisis event Provide direction and strategy for internal and external communication to impacted plant operations/BUs Prepare and approve all communication materials prior to distribution Communicate regularly with Citicore Decision Makers (ManCom)
Internal Stakeholders	
<ul style="list-style-type: none"> Manage in accordance with branding and communication SOP Provide local support and reassurance Issue only authorized information Keep BU General Manager and O&M informed of all communication and requests 	<ul style="list-style-type: none"> Develop protocols for ongoing management of Internal Stakeholder requests/support Manage Internal Stakeholder assessment process Oversee all communication, in consultation with CMT Leader
External Stakeholders	
<ul style="list-style-type: none"> Manage local Stakeholders in accordance with corporate communication protocols Issue only authorized information Keep BU General Manager informed of Stakeholder communication 	<ul style="list-style-type: none"> Develop Stakeholder management protocols Manage Stakeholder assessment process Oversee all Stakeholder communication, in consultation with CMT Leader and CMT Corp Affairs
Media Management	
<ul style="list-style-type: none"> Advise BU General Manager of all local media activity Manage (not communicate with) on-site media Provide support to corporate media activities conducted on-site 	<ul style="list-style-type: none"> Lead all media management activities Be prepared to provide media management support to CMT Leader and CMT Corporate Affairs Prepare and approve all media releases prior to distribution Provide guide spokesperson

Regulatory Communication	
<ul style="list-style-type: none"> • Manage local requests in accordance with corporate communication protocols • Issue only authorized information • Keep BU General Manager informed of any Regulatory communication • Report all Regulatory requests to CMT 	<ul style="list-style-type: none"> • Develop protocols for ongoing management of Regulatory requests and interface • Manage Stakeholder assessment process • Oversee all Regulatory communication, in consultation with CMT Leader and CMT Corp Affairs

BUSINESS UNIT (BU)	CORPORATE
Relatives / Family / Next-of-Kin (NOK)	
<ul style="list-style-type: none"> • Manage all local Relative (family)/NOK requests; maintain liaison throughout any incident/crisis event • For Contractor Employee enquiries – establish identity of caller and request standard relative details and appropriately refer to Contractor EMT • Manage non-local family as required • Keep their BU General Manager informed of family activities 	<ul style="list-style-type: none"> • Develop Relative (family)/NOK communication protocols in consultation with BU • Oversee all family communication and support BU as appropriate/required • Support CMT Leader and CMT HR/Admin with non-local family requests

6 AUTHORISATIONS

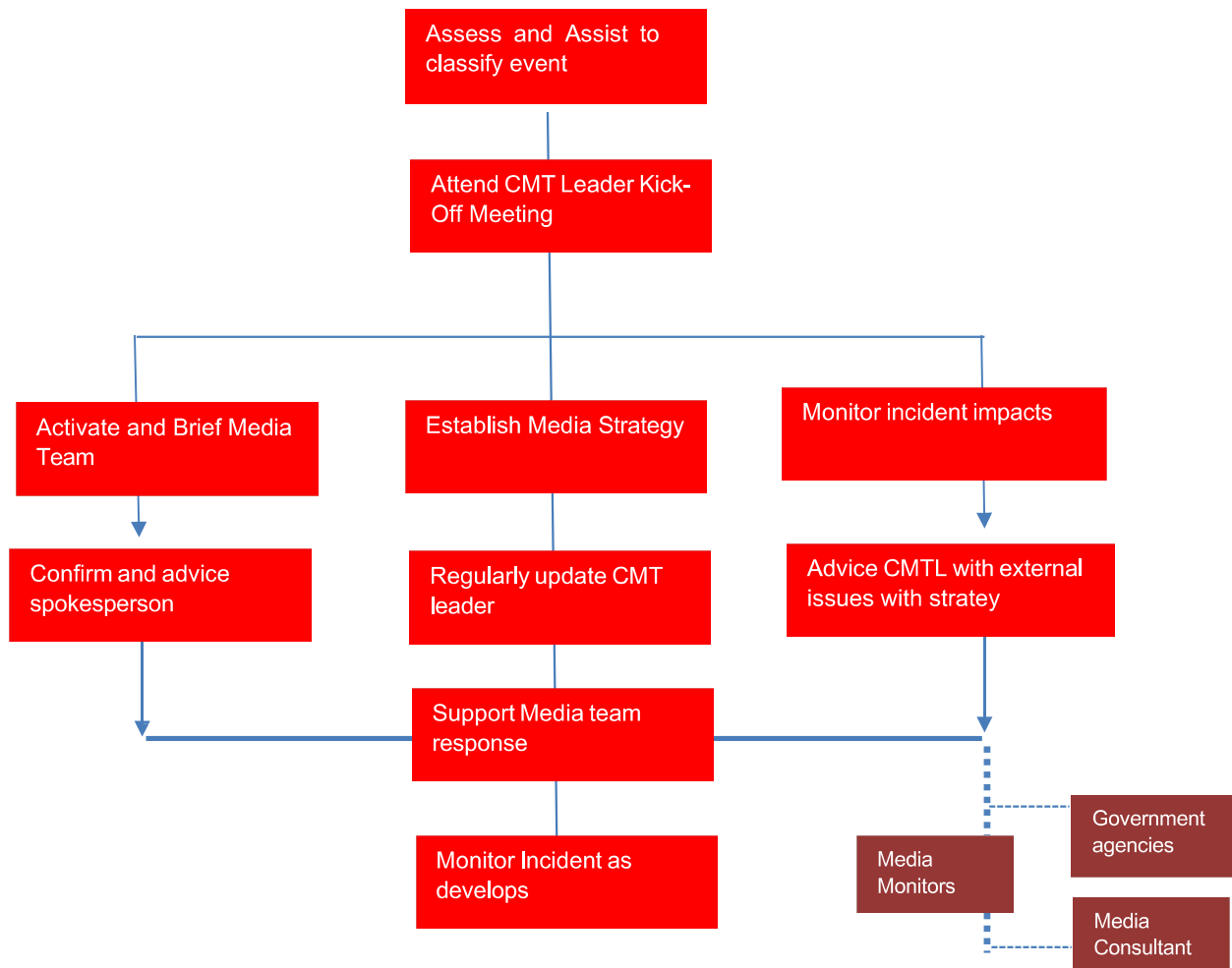
The CMT Leader is the authorized spokesperson for Citicore in the Philippines; however, additional authorized spokespersons may be appointed as required by each crisis event. No other person is authorized to provide substantive communications with external parties regarding any crisis event involving Citicore.

7. ROLES AND RESPONSIBILITIES

Branding and communications

- Reports to the CMT Leader;
- Primary role is to identify and evaluate the short- and long-term implications of the incident for corporate image, operability and impact on commercial position;
- Provides strategic communications advice to the CMT Leader;
- Develops the external affairs communication strategy for the media and senior representatives of key external parties for approval by the CMT Leader;
- Ensures all incident information released by **Citicore** is controlled in order to present consistent and factual information to best protect **Citicore's** interest.

Crisis Event
Identified



Preparatory Actions

- 1) Maintain familiarization with the overall **Citicore** CMP and associated documents ☐
- 2) Maintain a detailed understanding of your role and responsibilities as part of the CMT ☐
- 3) Ensure your emergency contact details are current ☐
- 4) Maintain awareness of current contact / CMT mobilization procedures ☐
- 5) Establish/maintain dialogue with relevant external affairs contacts (i.e. media, agencies, media monitors, Social Media analysts etc.) ☐

Communications - Initial Response Actions (1st Hours)

- 1) Attend CMT kick-off meeting – establish facts of crisis event and likely requirements ☐
- 2) Obtain incident briefing about impact on any personnel, community, environment, property ☐
- 3) Establish media management team and communicate initial protocols ☐
- 4) Ensure all CMT, JVP's and contractors are briefed on media contact policy/protocols ☐
- 5) Map and prioritise stakeholders – commence preparation of communications strategy ☐
- 6) Identify/evaluate strategic issues, implications for **Citicore's** public image and operability ☐

- | | |
|--|--------------------------|
| 7) Ensure all CMT personnel, JVP's and contractors are suitably briefed on dealing with stakeholder enquires to ensure that all responses are consistent and appropriately managed | <input type="checkbox"/> |
| 8) Mobilize additional Communications assistance/support and external consultants as necessary | <input type="checkbox"/> |
| 9) Consider any JVP, alliance or other stakeholder Communications involvement | <input type="checkbox"/> |
| 10) Prepare Media Holding Statement and submit for approval (if required) | <input type="checkbox"/> |

Ongoing Actions

- | | |
|---|--------------------------|
| 1) Consider involving of Media Monitoring by contracted provider | <input type="checkbox"/> |
| 2) Coordinate strategic planning, prioritizing and management of Communications activities | <input type="checkbox"/> |
| 3) Brief CMT Leader on approved media strategy (objective, security/access) | <input type="checkbox"/> |
| 4) Prepare (obtain CMT Leader approval for) and issue regular media releases | <input type="checkbox"/> |
| 5) Decide with CMT Leader who is to be the company Spokesperson(s) and brief accordingly | <input type="checkbox"/> |
| 6) Consider need for external Media Consultant assistance and/or Spokesperson(s) on site | <input type="checkbox"/> |
| 7) Establish suitably equipped Media Centre at appropriate location | <input type="checkbox"/> |
| 8) Consider need for CMT observer/photographer at incident location | <input type="checkbox"/> |
| 9) Liaise with CMT HR/Admin to ensure contact with relatives and other external parties is consistent and that unauthorized information is not being released | <input type="checkbox"/> |
| 10) Review all media distribution lists and select appropriate distribution channels | <input type="checkbox"/> |
| 11) Prepare 'Key Messages' and anticipated questions and answers | <input type="checkbox"/> |
| 12) Establish news conference schedule as appropriate, prepare presentation material to be used – as approved by the CMT Leader | <input type="checkbox"/> |
| 13) Conduct news conference(s) if Spokesperson role not assumed by another member | <input type="checkbox"/> |
| 14) Ensure media attendees are 'logged' at news conferences by name, organization etc. | <input type="checkbox"/> |
| 15) In conjunction with Security, issue media access passes by name and organization and maintain a list of pass holders including phone and fax numbers | <input type="checkbox"/> |
| 16) Ensure all material distributed to media is logged and filed | <input type="checkbox"/> |
| 17) Conduct a community impact assessment | <input type="checkbox"/> |
| 18) Consider actions in regard to notifying effected parties | <input type="checkbox"/> |
| 19) Establish employee information distribution channels and notify CMT Leader | <input type="checkbox"/> |
| 20) Ensure Next Of Kin (NOK) have been formally notified before releasing any details about fatalities/injuries | <input type="checkbox"/> |

Ongoing Actions - Continued

- | | |
|--|-------------------------------------|
| 21) Develop draft 'scripts' for different call scenarios (e.g. media groups, community etc.) | <input type="checkbox"/> |
| 22) Develop contact program for any affected community and have sanctioned by CMT | <input type="checkbox"/> |
| 23) With CMT Decision Makers, assess benefits of providing timely financial compensation to members of public/community immediately affected by the incident | <input checked="" type="checkbox"/> |
| 24) Coordinate offers of assistance from outside groups | <input type="checkbox"/> |
| 25) With CMT Legal and Compliance, continually monitor which Government/regulatory authorities have already been notified by others and update schedules | <input checked="" type="checkbox"/> |
| 26) Define/ensure Government requirements for notification and compliance | <input type="checkbox"/> |
| 27) Consider which authorities should receive media releases | <input type="checkbox"/> |
| 28) Advise CMT as authority contacts are completed | <input type="checkbox"/> |
| 29) Develop/implement Government/regulator progress reporting (CMT approved) | <input type="checkbox"/> |

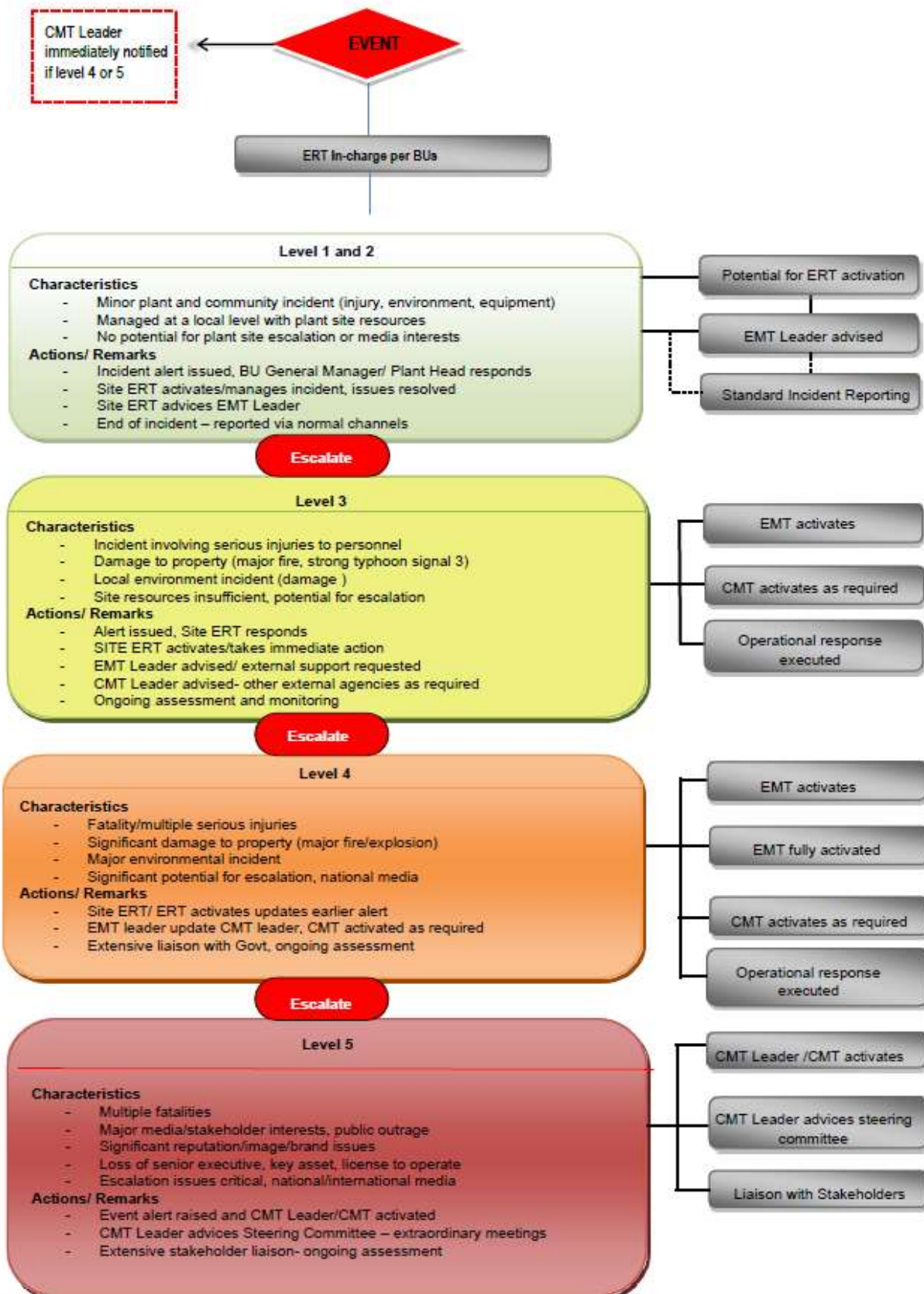
Stakeholder Communication

- | | |
|---|--------------------------|
| 1) Identify, analyze and prioritize stakeholders (internal and external); | <input type="checkbox"/> |
| 2) Develop incident communications strategy; | <input type="checkbox"/> |
| 3) Provide regular media updates; | <input type="checkbox"/> |
| 4) Monitor effectiveness of media / other components of strategy; | <input type="checkbox"/> |
| 5) Monitor impact on government and financial markets; | <input type="checkbox"/> |
| 6) Identify emerging opinions and modify strategy as appropriate. | <input type="checkbox"/> |

Post Incident Actions

- | | |
|---|-------------------------------------|
| 1) Attend CMT debriefing session | <input type="checkbox"/> |
| 2) Provide a Personal Response Log of events, actions, messages and decisions and provide to the CMT Information Coordinator | <input checked="" type="checkbox"/> |
| 3) At the end of a crisis event, ensure all necessary expressions of appreciation and regret have been communicated to stakeholders who were adversely affected, including: | <input checked="" type="checkbox"/> |
| • employees and/or associated families | <input type="checkbox"/> |
| • emergency services and associated agencies | <input type="checkbox"/> |
| • relevant members of the public | <input type="checkbox"/> |
| • community focus groups | <input type="checkbox"/> |

8 CRISIS EVENT ASSESSMENT



9 CRISIS EVENT RESPONSE

9.1 Business Unit Evacuation event

A business unit evacuation may occur as a result of a:

- Natural environmental disaster (i.e. Floods, earthquake etc.);
- Deteriorating safety situation (i.e. coup, civil unrest, terrorist attack etc.);
- Medical disaster (i.e. pandemic, SARS/bird flu outbreak, Ebola epidemic etc.);
- Human disaster (i.e. mass drought/famine affected region, disease etc.);

Authority and Responsibility

Only the CMT Leader or EMT Leader can change the Alert Status or initiate evacuation actions

Evacuation Alert Scenarios and Actions

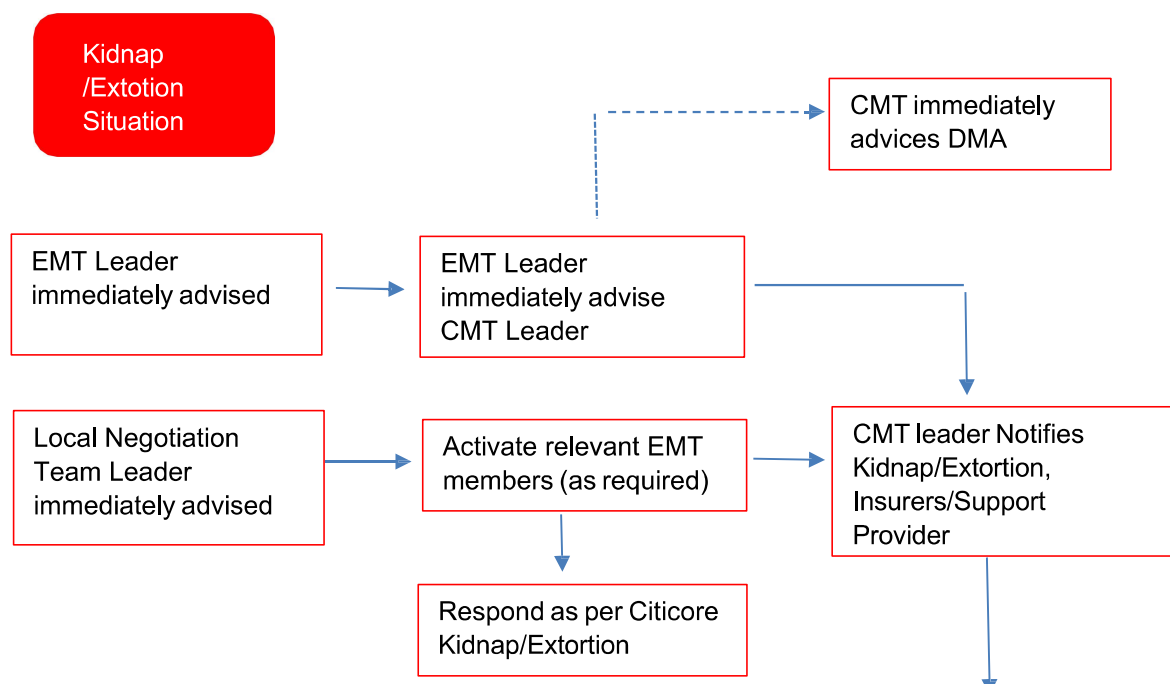
Alert State	Evacuation Scenario	Description and Plan Outline
YELLOW	Plan <i>'Business as Usual'</i>	<ul style="list-style-type: none"> • Yellow represents 'normal' conditions; local environment is relatively stable but plant operations as usual • Citicore communications mechanisms confirmed and tested • Personnel briefed and evacuation procedures rehearsed
BLUE	Plan <i>'Easy Going'</i>	<ul style="list-style-type: none"> • Increased threat to safety as identified by either: <ul style="list-style-type: none"> – Personnel / EMT – Citicore CMT • Conducted under relatively stable conditions but increased vigilance required • Full preparation for evacuation is conducted (i.e. bags packed, documentation in order) • Evacuees ensure transportation/tickets booked or updated/ and collect personal baggage • Check supplies and ensure access to vehicles with full fuel tanks • Evacuees move to Evacuation Point under own arrangements • Implement Plan Easy Going and exit through planned Evacuation Point

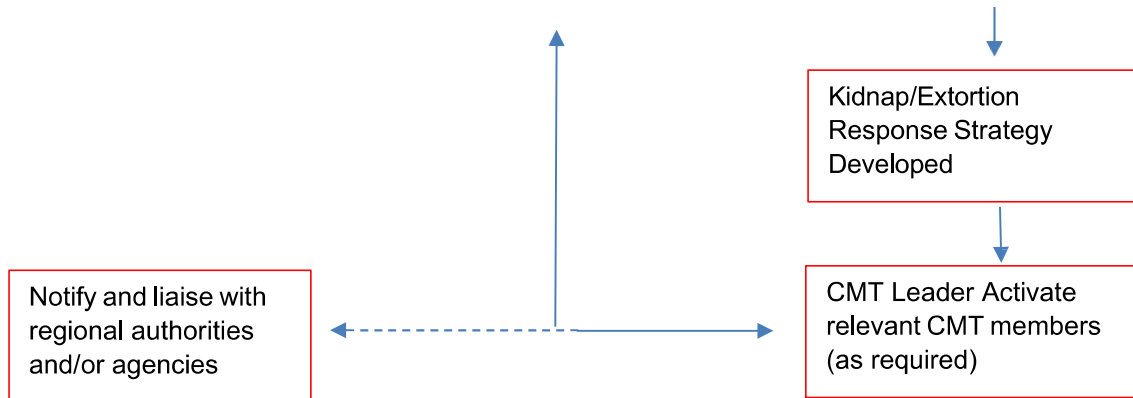
RED	Plan <i>‘Quick Exit’</i>	<ul style="list-style-type: none"> Significant concerns for safety of Citicore personnel Conducted within an unstable/threatening environment or the decision made to stay behind Evacuees collect personal baggage Evacuees move independently to allocated Evacuation Plant BU head takes charge – conducts independent assessments Exit under direction of BU head through Evacuation Point
PURPLE	Plan <i>‘Stay Behind’</i>	<ul style="list-style-type: none"> Evacuation attempt cannot be executed or fails; all Citicore personnel move immediately to a Evacuation Point and automatically invoke Plan Stay Behind Evacuation Coordinator advises EMT Leader ASAP who advises CMT Leader BU heads to await orders from Evacuation Coordinator regarding further evacuation attempts under Plan Quick Exit, maintaining Plan Stay Behind or de-escalation to Alert State Blue (Plan Easy Going)
NOTE: On declaration of Alert State Blue , appropriate departure and appropriate tickets should be obtained.		

9.2 Kidnap and/or Extortion (Ransom) Threat

A kidnap or extortion situation may take place in the form of a threat to intimidate **Citicore** personnel, to cause damage to a **Citicore** operation in order to extort money or gains of another manner. Or, it may involve the kidnapping of **Citicore** personnel for ransom, political, ideological motives or it may simply be opportunistic.

All kidnap or extortion threats (or perceived threats) are to be reported immediately to the respective EMT Leader and CMT Leader. Respondents are not expected to place themselves at risk by trying to control a potentially life-threatening situation themselves.





10. CRISIS EVENT RECOVERY

10.1 Determining when a crisis event response is no longer required

The decision to announce the end of a crisis event is a critical phase of a response; the decision to formally announce a crisis event is over will trigger specific post-crisis event actions.

The CMT Leader will determine when the crisis event (and associated response) is over in consultation with the relevant EMT and the heads of the affected BU(s). The effect of prematurely announcing that a crisis event is over may create the perception among stakeholders that Citicore is being insensitive to, or unaware of the broader issues, which may reflect poorly on Citicore

It is important to remember that while the crisis event may be over, it is likely that certain areas will remain sensitive for some time and may require careful management in order to return to pre-crisis event status.

CMT Leader is Responsible for Declaring an End of a Crisis Event Once:

- Any Citicore operation/business unit/office and/or supporting facility involved in the crisis event has been returned to a safe condition as advised by the impacted Citicore EMT Leader;
- All personnel have been accounted for;
- Injured persons have been stabilized and/or evacuated; and
- Appropriate response has been achieved and recovery actions are being implemented.

Prior to Standing Down from a Crisis Event, the following Issues must be considered:	Responsible Party
1. Clarify ongoing resources for operational site incident control and recovery (if required)	
2. Final information release and/or notification to some, or all, of the following:	
• DMA	
• Other Citicore Operations and EMT's	
• Citicore Employees (off/on duty), Families/NOK and Relevant Friends	
• Affected Joint Venture Partners	

• Other Affected Stakeholders	
• Host Governments	
• Regulatory and Environmental Authorities	
• Emergency Services, Mutual Aid and Support Agencies	
• Key Customers	
• Primary Suppliers and/or Contractors	
• Off-Duty CMT Members	
• Citicore Telephone Support Team	
• Local Community and	

From a Crisis Event, the following Issues Must be Considered:	Responsible Party
Arrange ongoing Media interface, briefings, monitoring and ongoing communications (as required)	
Finalize additional CMT services	
Ensure counselling is continued for those involved in or affected by the crisis event	
Compile and file all documents relating to the crisis event	
Debrief all CMT personnel	
Arrange for full crisis event investigation and analysis (as required)	
Approve/comment on crisis event debriefing reports and actions	
Initiate follow-up review to determine effectiveness of crisis event response, including: <ul style="list-style-type: none"> • Callout • CMT Function • CMT Support Teams • External Affairs (PR) strategy • Integration between EMT and CMT 	
Analyse public perception after final event (e.g. one week/month after crisis event) (as required)	
Check if key messages got through to external organisations/personnel	
Recommend revision of crisis event response strategy and Emergency Plans as required	

10.2 Recovery Planning Considerations

To effectively recover from a crisis event, several key goals need to be achieved in order to return to normal business status. Below are some key consideration points to be addressed:

Management of People:

- Provide clear and concise guidelines on the management of the employees, contractors, stakeholders and Next-of-Kin (NOK) as a result of any injuries or fatalities;
- Develop a rehabilitation program for injured employees or contractors;
- Provide clear and concise policies for compensation of NOK;
- Some key considerations are:
 - travel and accommodation arrangements,
 - funeral arrangements,
 - welfare,
 - monetary assistance,
 - counselling.
- Develop key communication strategies to address employee, contractor or stakeholder concerns about ongoing business viability and security of employment.
- Provide clear and concise strategies for handling fatalities; some key considerations include:
 - Liaison with police and/or coroner/s;
 - Guidance on return of mortal remains to family;
 - Addressing family requirements;
 - Compensation;
 - Develop a strategy for ongoing relations with family

Management of Business:

The following recovery goals are to be considered for recovery planning:

- Minimize plant damage;
- Strengthen association reputation with all stakeholders;
- Clean-up/remediation;
- Replace assets; and Resume normal operations.

Recovery strategy considerations include:

- Effects on assets, earnings and generation;
- Internal opportunities to make improvements;
- Options, priorities and sequencing; and
- Business unit management.

Resource considerations include:

- Physical, human;
- Financial (cost estimate), financial sources and phasing; and
- Production, availability and lead times.

10.3 Post–Crisis Event Review

A post-crisis event debrief and/or review is to be conducted following any activation of the CMT, real or simulated. It is to be completed within one week, or as soon as reasonably practicable, of the CMT standing down.

The review is to include the entire CMT and support personnel with the aim of capturing the lessons learn and the strengths and/or weaknesses of **Citicore**'s response, with the objective of improving crisis event response, recovery systems and processes. After the review, the following follow-up action must be completed:

- Secure the CMT Master Log and all documentation produced during the crisis event;
- Document the lessons learn and the actions/communications to remedy shortfalls;
- Assess how the CMT would have responded if the crisis event had escalated;
- Decide on changes and/or improvements to the current CMP procedures;
- Communicate to relevant stakeholders how it is intended to prevent a recurrence and recommend procedural changes regarding how **Citicore** interacts with them in the future;
- Identify training deficiencies and actions to remedy shortfalls;
- Identify equipment deficiencies that could have been of assistance to the teams; and
- Update the CMP accordingly.

10.4 Personnel Debriefing and Counselling

Personnel debriefs are a key tool in assessing the effectiveness of the CMT response performance in their various response team functions and allows discussion on any issues they may have encountered:

- Individual sessions are encouraged to be held as soon as practicable after standing down the CMT following a real or simulated crisis event;
- As a guide, they are best completed within 48 hours of the CMT being deactivated (events are still fresh in the minds of CMT members);
- Counselling to be provided to any personal (as required) who have been exposed to potentially stress-causing situation

11 APPENDIX

- A: Crisis Event Protocols
- B: Communication Protocols

12 REFERENCES

- Corporate Branding Guidelines
- Corporate Style Guide

APPENDIX A – CRISIS EVENT RESPONSE PROTOCOLS

STRATEGY DEVELOPMENT PROCESS

1. GATHER INFORMATION

- Obtain brief from Business Unit Head
- Check Media reports
- Collate, confirm and display facts
- Who's problem is it (don't micro manage)?
- Do our own people know?
- What don't we know for fact?

4. DEVELOP STRATEGY

- Analyse and prioritise key issues and tasks
- Develop strategy to regain control
- Define response and prevention strategies
- Allocate tasks - who does what - resources needed, logistics, timing, funding, approvals
- Implement strategies

5. COMMUNICATE INFORMATION

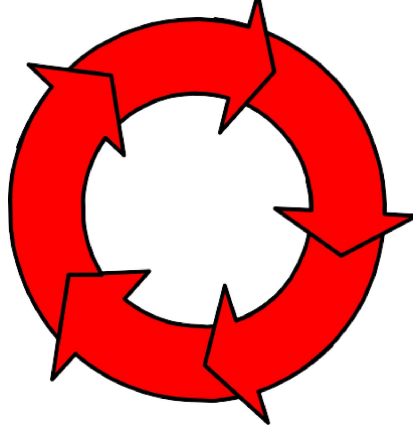
- Identify relevant information for distribution
- Match level of information to audience
- How do we Communicate (formal, informal)?
- Who is to be contacted, by who and when?
- Provide regular Media updates
- Regularly brief telephone personnel
- Update Website

2. ASSESS INFORMATION

- Support required by affected Business Unit?
- Decide on resources we have / need
- How bad can it be - who's problem is it?
- Assess CMT composition - are support groups required (HR/FINANCE/LEGAL)?
- Regularly monitor and review
- Continually challenge assumptions - facts

3. IDENTIFY KEY ISSUES/TASKS

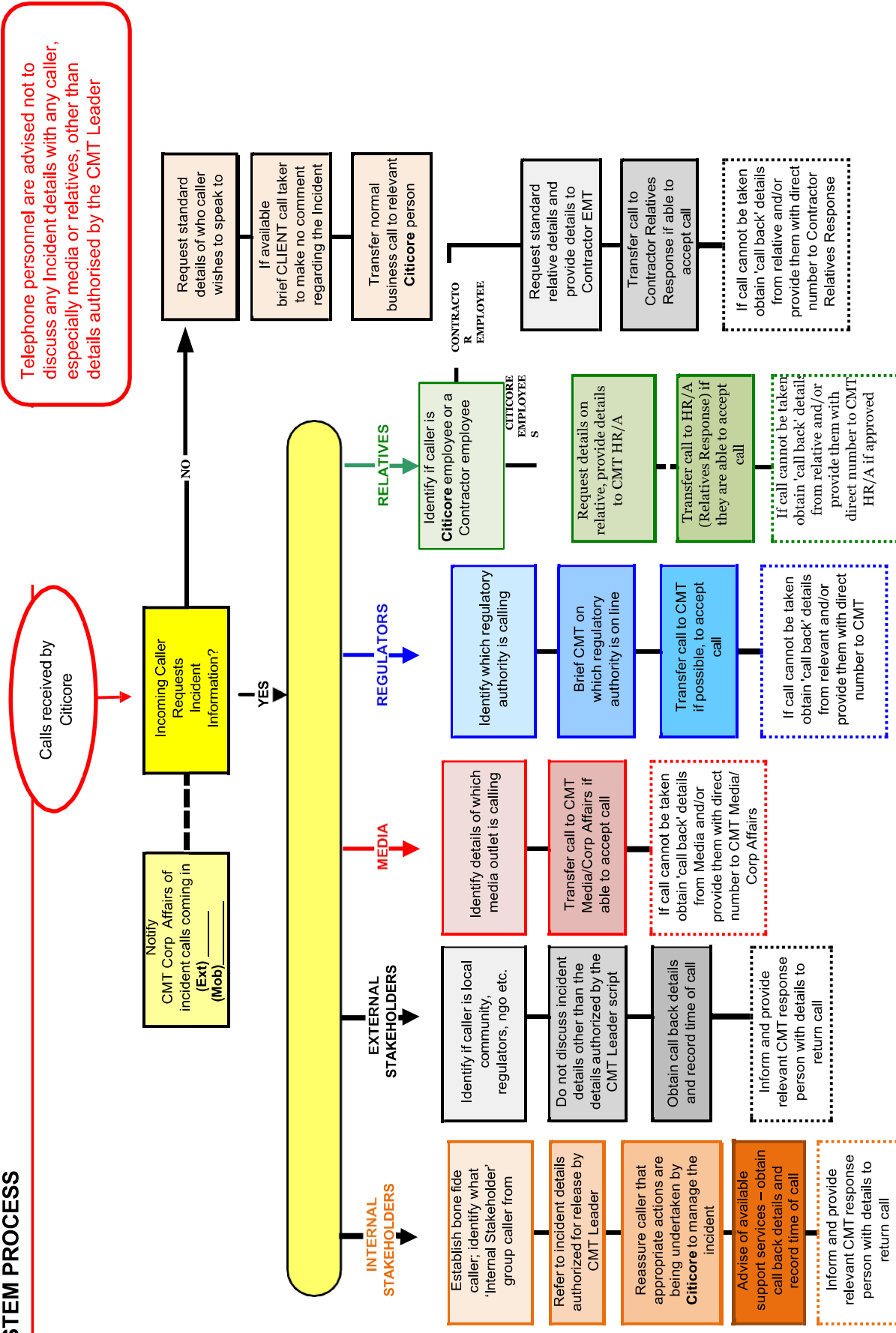
- Health and safety of personnel / public
- Identify, analyse and prioritise key stakeholders
- Reputation / prospective liability
- Operational / viability / environmental impacts
- Social / Cultural / Heritage / Cost
- What don't we know yet?



6. MONITOR AND ADJUST APPROACH

- Monitor communications and strategic actions
- Update strategy as required and communicate
- Identify emergent changes - facts / issues / risks
- Review effectiveness of actions / communications
- What are media/focal groups saying about us?
- Who else needs to know (Govt., Community)?
- Ensure angst of media / families is not underestimated

TELEPHONE SYSTEM PROCESS



**APPENDIX B – COMMUNICATION PROTOCOLS /
CHECKLIST**

Reception Desk: Initial Media Response (Level 1) Script

Under 1st Hour Only

On receiving early calls from the media or stakeholders, please refer to the proforma information provided below as a guide to responding to questions that may be asked.

Thank you for your call.

Can I just take a moment please and get your full contact details;

Name of Caller:

Company:

Phone No.:

Mobile No.:

Thank you;

What we are able to tell you at this stage is that Citicore can confirm there has been an (incident/event);

We cannot provide more detail at this point but are hopeful of doing so shortly;

As you would appreciate, we are currently seeking to determine the full circumstances surrounding the (incident/event);

We expect to have more detailed information available within the

hour; Can we call you on the number you have provided?

Is there someone else on at that time that we should ask

for? Or are you happy to call back then?

Be assured, we are answering all media calls as a matter of priority;

Can I just repeat your contact numbers?

Thank you for calling. NOTES:

"Initial" Media Release on Citicore Letterhead (Level 1)

News Release:

Release Time:

Date:

Release Number:

STATEMENT ON (INCIDENT / EVENT)

Citicore is currently ascertaining the circumstances surrounding today's (event / crash / accident / explosion / incident) at (location????).

At this time, Citicore's main concern is for the welfare of our personnel and any other parties involved.

We are also endeavouring to make immediate contact with all of the employees' families and those of any contractors or community involved.

As you would appreciate, full details of the incident / event are still coming through but it is the intention of Citicore to release further information as it comes to hand.

Citicore President

ALL MEDIA INQUIRIES:

Citicore

Reception Desk – “Level 2” Media Response Script

On receiving subsequent calls from the media or stakeholders, please refer to the proforma information provided below as a guide to responding to questions that may be asked.

(after establishment of Crisis Management Room (CMR), first high integrity information)

Thank you for your call;

Can I just take a moment please and get your full details;

Name of Caller:

Company:

Phone No.:

Mobile No.:

Thank you.

{NAME / NAME} are handling our initial media

inquiries; Can I put you through to them?

Before I do, if it helps you later in the day;

{NAME's} mobile number is {

} or

{NAME'S} is on { }

or come back to us through this number (If NAME or NAME lines engaged)

(if unavailable) They are both on calls at the moment - as you would appreciate, we need to keep the number as free as possible at this time.

Can I get NAME or NAME to call you shortly?

Be assured, we are answering all media calls as a matter of

priority Can I just repeat your contact numbers? Thank you for

calling.

Notes:

Release Number:

STATEMENT ON (INCIDENT / EVENT)

Citicore can confirm a (crash / accident / explosion / incident / event) today at location?

We understand the (incident) occurred at about (time).

At this time, our main concern is for the welfare of our personnel and any other parties involved.

We are also endeavoring to make immediate contact with all of the employees' families and those of any contractors or community affected.

Clearly, our desire is for the best possible outcome for the injured personnel (or if includes fatalities).

(If relevant) We are also intensely mindful of the sadness now among the families of (our employees, contractors and/or community) associated in today's (incident / event), a sadness shared deeply by their colleagues at Citicore

(If relevant) While the cause of the (incident / event) will need to be determined, at a personal level, we recognize fully that that will be small comfort to those lives that have changed from today.

(If relevant) Our thoughts and prayers are very much with their families at this very distressing time for them - and for all concerned.

(If relevant) We include specifically in that at this time, the police, emergency service personnel, and medical staff who are currently providing assistance under very difficult circumstances.

As you would appreciate, full details of the incident / event are still coming through but it is the intention of Citicore to release further information as it comes to hand.

XXX XXXXXX
Citicore President

ALL MEDIA INQUIRIES:
Citicore
(02) XXXX XXX

"Level 2" Media Release on Citicore Letterhead

News Release:

Release Time:

Date

:

Media Release Proforma – On Citicore

Use the format below to prepare a media release

HEADLINE (FACTUAL – NON-EMOTIVE) LOCATION/...../201...

Citicore advises that the (insert description of event e.g. fire, explosion etc.) which occurred at (insert location) at approximately (insert local time) today has been (give a brief, factual situation report on what has been, and is being done, and the current confirmed status).

Number and status of casualties (DO NOT give names and DO NOT mention fatalities unless certification and Next of Kin notification has been completed);

Brief statement on plans to further contain/recover from/investigate the incident;

Brief, factual overview statement about effects of the incident on the general public and the environment, make positive statements about Citicore's planning and response;

Some caring, positive words of concern from the President or similar.

A further release will be made when more information is available.

XXX XXXXX

Citicore President

ALL MEDIA INQUIRIES:

Reception and/or All Staff – if incident unknown

Under 1st Hour Only

(Caller gives details to reception desk of who and what organization and purpose for call (e.g. follow-up on car crash))

Reception desk or non-senior staffer

Thank you for calling;

Can I just put you on hold for a moment and check the availability of a senior manager...?

(If available....) I'm now putting you through to XXXX XXXX, our XXXX XXXX....

XXXX XXXXthank you for your call...what details of the incident do you have? (Obtain caller details)

XXXX XXXX ...I'm sorry...we have not yet been advised of such an (incident / event) but from your information, it is obviously serious...

Can I ask where your information came from as we will need to make some urgent inquiries?

I will need 10-15 minutes to follow-up initially to determine the full circumstances surrounding the (incident)can I call you straight back after that?

Your direct phone number or mobile?

Thank you again; hopefully, we can have some more details for you shortly.

Communications to Government and/or Regulatory Authorities – Checklist

CMT Government and/or Regulatory Authorities Checklist		
1)	Ensure understanding of call prioritization and which calls are to be forwarded to CMT	<input type="checkbox"/>
2)	Release only <i>authorised/confirmed</i> (validated) information approved by the CMT Leader	<input type="checkbox"/>
3)	Identify and validate caller's details and associated regulatory body/organization	<input type="checkbox"/>
4)	Don't assume a telephone call is related to current incident	<input type="checkbox"/>
5)	If appropriate, forward telephone calls from regulators to CMT HSSE	<input type="checkbox"/>
6)	Ensure accurate log taking of all call details – use Telephone Log Sheets	<input type="checkbox"/>
7)	Ensure procedures are followed for regular collection of log sheets by TST Leader	<input type="checkbox"/>
8)	Refer to TST Leader for difficult calls/advice	<input type="checkbox"/>

Communications with Customer and/or Joint Venture Partners – Checklist

CMT Customers and/or Joint Venture Partners Checklist		
1)	Ensure understanding of call prioritization and which are to be forwarded to CMT	<input type="checkbox"/>
2)	Release only authorised/confirmed (validated) information provided by CMT Leader	<input type="checkbox"/>
3)	Identify and validate caller's details and associated organization	<input type="checkbox"/>
4)	Don't assume call is related to current incident or crisis event	<input type="checkbox"/>
5)	If appropriate, forward calls from Customers/Joint Venture Partners to CMT Leader	<input type="checkbox"/>
6)	Ensure accurate log taking of all call details – use Telephone Log Sheets	<input type="checkbox"/>
7)	Ensure procedures are followed for regular collection of log sheets by TST Leader	<input type="checkbox"/>
8)	Refer to TST Leader for difficult calls/advice	<input type="checkbox"/>

CMT Media Interface – Guiding Principles

CMT General Media Interface – Guiding Principles

1)	If you are not normally part of the CMT External Affairs team, consult the OGC consultants for advice and continue to liaise	<input type="checkbox"/>
2)	Are you the right person to be making this communication?	<input type="checkbox"/>
3)	Unless you are authorised to speak on behalf of OGC to the media, DON'T!	<input type="checkbox"/>
4)	Release only authorised/confirmed (validated) information approved by the CMT Leader	<input type="checkbox"/>
5)	Remain calm; do not be intimidated by aggressive/insistent demands for information	<input type="checkbox"/>
6)	Do not get drawn into conversation or divulge unconfirmed/ unauthorised information	<input type="checkbox"/>
7)	Refer to media response script as necessary	<input type="checkbox"/>
8)	Refer all requests for media releases to the CMT External Affairs	<input type="checkbox"/>
9)	Reassure any caller that media calls are being answered as a matter of priority	<input type="checkbox"/>
10)	Ensure accurate log taking of all call details – use Telephone Log Sheets	<input type="checkbox"/>
11)	Ensure procedures are followed for regular collection of log sheets by TST Leader	<input type="checkbox"/>
12)	Refer to TST Leader for difficult calls/ advice	<input type="checkbox"/>
13)	Media may be open minded but don't assume so; approved personnel are to treat them as friendly but only provide officially released information	<input type="checkbox"/>
14)	Fight aggression with politeness; gauge your self-esteem on how well you maintain control and not on how you are being treated (that is how media will rate you too)	<input type="checkbox"/>
15)	Beware – the 'friend' in conversation may be the 'enemy' in print	<input type="checkbox"/>
16)	Say nothing "off the record" unless you want it quoted loud, often and publicly	<input type="checkbox"/>
17)	Remember, winning over the media in a single interview is unlikely	<input type="checkbox"/>
18)	Show regret and commitment to rectifying the 'problem'; act like a genuine concerned human being and not a corporation	<input type="checkbox"/>
19)	Don't blame anyone for causing the crisis event	<input type="checkbox"/>
20)	If part way through a conversation/response, you realise you are not the right person to provide advice, appropriately advise the media contact and that you will arrange a discussion with the right person	<input type="checkbox"/>
21)	In regard to priority contacts – if the person knows as much factual information as you, do not be induced into conjecture to ease the silence; concur that it would be advantageous if more information was available and state (and mean it) that you will ensure that they are informed as soon as more facts are known/become available	<input type="checkbox"/>

