

# THE MINING ASSOCIATION OF CANADA



## CRISIS MANAGEMENT AND COMMUNICATIONS PLANNING REFERENCE GUIDE

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## **NOTE TO VERIFICATION SERVICE PROVIDERS:**

This reference guide is intended to be guidance for companies, and should not be interpreted as an additional layer of requirements under the Towards Sustainable Mining initiative. TSM external verifications should assess conformance with the TSM protocol criteria only.

## **FOREWORD**

When a mining company experiences a major accident or incident, everyone in the industry is affected. News of the accident is broadcast around the world, prompting the public to question the practices and safety of the industry.

Prior to the development of the Towards Sustainable Mining (TSM) initiative by the Mining Association of Canada (MAC) in 2000, research was conducted with both internal industry leaders and external stakeholders. Both shared a concern that people's judgment of the mining industry was negatively influenced by incidents such as tailings dam breaks, fires, explosions and mine accidents that resulted in harm to people and the environment.

Significantly, however, while the external stakeholders were concerned about the potential of accidents and incidents, they also expressed a grave concern about **how** the mining industry communicated during and after a crisis of this kind. From their perspective, the industry must do all it can to prevent accidents, but, despite best planning and practices, if an incident does occur, the industry must improve its communication effectiveness and responsiveness. This finding spurred the MAC TSM Governance Team to take action. A crisis management team was formed to study best practices in the industry and make recommendations on how to proceed.

This reference guide has been designed to assist your company in developing or improving your plans for responding to, and communicating during, a crisis. It is a planning guide and deals with external and internal communications issues, not operational issues, and reflects best practices drawn from the mining as well as other industries.

We hope this information will help your company develop or assess its own plan and customize the information to reflect your company and corporate culture. Part One is a review of the key components of a crisis management plan. Part Two is a sample of a crisis management plan. It shows how your plan may look and what it may contain. It is not intended as a substitute for your plan, but to serve as a useful guide to help you develop or assess it.

This guide was reviewed and updated in 2015, consistent with the TSM performance requirement that it continues to reflect best practices in crisis management. Since its publication in 2001, the guide and accompanying training courses have helped the Canadian mining industry considerably improve its crisis preparedness, and crisis management and communications capabilities.

Through TSM, MAC members now report annually on three key performance indicators: 1) whether the company has developed and implemented a crisis management and communications plan(s); 2) whether these plans are maintained through regular updates

and reviews; and, 3) whether training, including the use of simulation exercises, is conducted. These performance indicators, which draw from key crisis management components outlined in this guide, include specific performance criteria that must be met. The performance indicators for the TSM Crisis Management and Communications Planning Protocol can be viewed on the MAC website ([www.mining.ca](http://www.mining.ca)).

The public is also encouraged to consult the annual *TSM Progress Report* to observe the current performance of companies that participate in TSM and their facilities.

We hope this guide will assist you in preparing a plan that adds protection to your people, your assets and your reputation, and also improves the industry's performance in crisis management.

Pierre Gratton  
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The Mining Association of Canada

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## **PART 1:**

### **INTRODUCTION**

What is a crisis? Perhaps the best definition of a crisis would be a sudden event or set of circumstances that could significantly affect a company's ability to carry out its business, damages a company's reputation and/or threatens the environment, the health, safety and well-being of employees, neighbouring communities or the public at large.

While a crisis implies a sense of immediacy, in some instances the underlying causes of the crisis may have been developing for a period of time. These situations, often termed smoldering crises, can become a full-blown crisis when they become public, usually through mainstream media or social media. Regardless of how a crisis originates, a company is usually plunged into a chaotic situation. When a crisis occurs, the company's first priorities should be to protect the safety and well-being of its employees, to remediate any negative impacts on nearby communities and the environment, and to return to safe operating conditions as quickly as possible. However, there are a number of obstacles that can impede the quick resolution of a crisis.

From an internal perspective, the timing of a crisis invariably occurs during off-business hours. There is usually confusion and insufficient information regarding the situation. Sometimes companies misclassify the problem, focusing on the technical and legal aspects of the crisis while ignoring the issue of the perceptions of the public and other key stakeholders. There is also the potential for different management perspectives and internal conflicts to emerge if opinions differ on remediation and communication.

In today's global digital environment, a crisis situation can easily be brought to the attention of the world within hours, even minutes. A company can be thrust into the glare of the media spotlight and/or into the realm of social media. Its actions will be closely monitored by the financial and investment communities, governments, employees, shareholders, community leaders and other influential groups whose primary information and perceptions of the company will be gleaned initially from those news reports or postings/tweets. If not properly managed, this attention can hinder a company's ability to manage the crisis, may shake the trust and confidence of its stakeholders, and can lead to the weakening of its share price and corporate reputation.

For a company to resolve its crisis successfully and limit long-term reputational damage, an organizational structure and protocols must be in place to ensure proactive crisis management and clear, effective communications with affected stakeholders.

A crisis management and communications plan is carefully developed and continuously scrutinized and modified. It should be in place before a crisis hits and updated with lessons learned post-crisis. It sets out a framework and organization to guide a company's response to a situation during the first few critical hours of a crisis.

This reference guide has been designed to assist companies as they develop or assess their corporate crisis management and communications plans. While the scale of mobilization can vary greatly, the principles of crisis management remain regardless of the size of the organization. It is also important to note that the guide does not dictate how particular crises are to be managed or remedied, but rather outlines an approach to improve communications effectiveness and responsiveness.

Although we have endeavored to make this guide as complete as possible, it is not a substitute for obtaining comprehensive professional advice, which is recommended in every crisis situation. Companies are encouraged to use this guide in conjunction with crisis management and communications training to improve their plans. This guide is intended to provide recommendations, suggestions and examples of how a company may choose to implement the TSM Crisis Management and Communications Planning Protocol. Guidance provided in this document should not be considered to be the only methods of addressing the elements of the protocol.

Part One of this document is a step-by-step guide to the development or assessment of a crisis management and communications plan. It sets out objectives, strategies and tactics that reflect industry best practices and experiences, and describes the challenges and opportunities mining industry personnel could face during a crisis. Additional background information in support of the sections in Part One is contained within the appendices of the sample crisis plan.

Part Two of the guide is an example of a crisis management and communications plan and a template that can be adapted by companies seeking to develop a plan. It is intended to help companies implement the strategies and tactics in Part One and is designed to help in the development of a plan. It is divided into sections for easy use. The appendices contain samples of documents that can be prepared in advance of a crisis.

**PREPARING A CRISIS MANAGEMENT AND  
COMMUNICATIONS PLAN**



## **1. INITIATING A CRISIS MANAGEMENT AND COMMUNICATIONS PLAN(S)**

It is not enough for senior managers to focus solely on market pressures or production schedules. Good business practice also requires planning for when things go wrong. Executives and relevant personnel at the corporate and site levels need to be well prepared for a crisis situation well before it hits. A crisis management and communications plan (CMCP) should be developed, implemented and assessed on a regular basis.

The first critical step in the development or assessment of a CMCP is often the endorsement and support of the President and Chief Executive Officer, or, for multi-national companies, the highest executive in Canada, for the initiative. This ensures the program is a priority and receives support throughout the organization during the development process. The plan's development is usually the responsibility of a member of the senior management team who keeps the process moving forward.

The development or assessment of a crisis plan may also involve the establishment of a multi-disciplinary crisis management planning committee. The committee could also help garner understanding and buy-in of the CMCP within the organization and can assist in building crisis management planning into the operational decision-making process. It is important to note that the development of a CMCP is not an exercise that can be conducted in a relatively short period of time. Therefore, expectations and commitments should be carefully managed.

At the corporate level, the committee might be comprised of representatives from corporate affairs, environment, human resources, operations, finance, legal and other relevant departments or functions. It could also have representatives from the operations to ensure that the corporate and operation(s) plans are well integrated. Participation on the committee does not necessarily commit those persons to the crisis management team. The committee's purpose is to ensure that a broad range of perspectives is taken into account throughout the planning, development and assessment of a CMCP. The composition and roles and responsibilities of the crisis management team are highlighted in Section 4.

Once the crisis management planning committee has been organized, an assessment of the crisis preparedness of an organization could be initiated.

## **2. CRISIS VULNERABILITY ASSESSMENT**

The development of a CMCP should involve an assessment of the potential risks and threats facing a company and an evaluation of the company's crisis preparedness both at the corporate and operations level.

This assessment is often conducted by the crisis management planning committee (discussed in Section 1), as management at different levels and areas of a company is likely to identify and define emergencies and crises against different parameters. In some instances, serious issues or accidents may not be anticipated ahead of a crisis, or delays could result in key personnel being alerted only after a crisis entered the public domain. Hence, it is important to differentiate between emergencies and crises (discussed in more detail in Section 3.2).

The assessment should review the types of crises most likely to occur and which kind will have the most severe impact. These crises should be categorized to ensure consistency across corporate and operational plans, protocols and systems. Once a company has completed its assessment of the risks and threats to the corporation, operations and projects, as well as differentiated between what it considers an emergency and a crisis, a crisis notification protocol can be defined and codified. The protocol often identifies situations that require the company, operations or projects to convene their respective crisis management teams. An example of the categories is contained in the next section and the sample notification protocol in Appendix F. It is also recommended that companies consult with the APELL for Mining Handbook, especially for reviewing potential operational crises. The handbook provides a framework for the preparation of an emergency response plan that can be used by local mine management.

Following the assessment, an evaluation of crisis preparedness should be conducted to identify gaps in a company's corporate and operation(s) plans and determine what actions are required to ensure that its plans are seamless to the greatest extent possible. This evaluation involves consultations with the operations before the development of the overall plan. When evaluating CMCPs, there are a number of important issues that should be reviewed, including: organizational and reporting structures; crisis management team roles and responsibilities; notification systems and protocols; relationships with key stakeholders; communications plans and support; and logistical support. A sample questionnaire is contained in Appendix O.

Perhaps the most important issue that could be determined by the assessment and evaluation is the corporation's philosophy for handling crises. Specifically, what does the company regard as its top priority during a crisis? Possible priorities are likely to include the safety of employees and surrounding communities, relationships with communities, environmental protection, business continuity, corporate reputation and litigation avoidance, among others. It is often difficult to separate and rank competing priorities, which can also shift depending upon the nature of the crisis. However, a crisis vulnerability assessment exercise is one way a company can take a hard look at their corporate philosophy to help set the tone and direction of the crisis management plan.

### **3. DEVELOPING CRISIS MANAGEMENT AND COMMUNICATIONS PLAN OBJECTIVES**

In developing a CMCP, a company usually defines the objectives and scope of its plan and the guidelines required for the successful and effective management of crises affecting the company.

#### **3.1 Objectives**

These guidelines should reflect the desired philosophy of the company's management for handling of crisis situations as well as the company's mission statement and corporate policy. The President and Chief Executive Officer (or equivalent) should sign the guidelines. The guidelines could include the following statements:

- Manage the crisis effectively and professionally to ensure the safety and support of our people and neighbours and to minimize the impact on our operations and business.
- Provide appropriate support to people who may have been adversely affected by our operations.
- Help the news media and other external stakeholders by providing accurate facts and information on our actions.
- Maintain public and shareholder confidence in our ability to effectively manage the crisis and minimize damage to our corporate reputation.
- Continue to run the business safely and efficiently during the course of the crisis.

#### **3.2 Scope**

It is important to distinguish between what constitutes an emergency that can and should be handled by operations' management in accordance with its emergency response plans and local crisis management plans, and a crisis that requires corporate management involvement and action. Equally important, companies need to be cognizant that they don't misclassify the problem, focusing on the technical and legal aspects of the crisis while ignoring the issue of the public's perception.

An emergency is generally defined as a present or imminent event that requires prompt co-ordination of actions or special management of people or property to protect the health, safety, or welfare of people, or to limit damage to property and the environment. Employees and emergency response teams at a particular operation generally manage and resolve emergencies without the direct involvement of the corporate office.

Emergency preparedness and response (EPR) plans are designed to guide emergency response teams in identifying, anticipating and responding to emergency situations. They are also intended to help prevent and mitigate the environmental

and safety impacts, both on- and off-site, associated with emergency situations. Examples of emergency situations may include: tailings failure, fire, extreme weather events such as a flood or earthquake, mine slope failure or underground collapse, fatality or serious injury.

An EPR plan will generally include the necessary “call-out” procedures to respond to the physical incident such as fire-fighting plans or mine rescue procedures as well as the appropriate notification systems to ensure internal personnel and relevant external stakeholders are made aware of the situation. An EPR plan will also include verification and follow-up procedures to ensure appropriate actions have been taken to respond to the emergency.

Emergency situations must be carefully monitored by management on-site to assess whether they have the potential to become a crisis.

A “crisis” is defined as a sudden event that may significantly affect the company’s ability to carry out its business. It is important to distinguish between an emergency that can and should be handled by local management in accordance with its EPR plans, and a crisis that requires corporate, senior management involvement and action.

A crisis may exist or be developing if:

- The emergency poses a significant threat to the public or employees
- The emergency situation provokes government scrutiny
- You no longer have full control of the situation - other agencies are taking charge
- The situation has caused national or international media interest
- The situation is likely to escalate and there is no immediate resolution in sight

For the mining industry, there are a number of typical triggers that could spark a crisis situation. Generally, there are two types of crises that could require corporate response: operational and non-operational crises. With the increasing internationalization of operations, the range of potential crises has widened and can include the following:

#### ***Operational Crises***

- **Industrial emergencies** such as accidents resulting in critical injury or property damage.
- **Natural disasters** that threaten employee safety or jeopardize operations.
- **Accidental releases of materials such as tailings dam** failure or a major chemical spill that could threaten people and the environment.

#### ***Non-Operational Crises***

- **Medical emergencies** in jurisdictions where quality medical care is either remote or entirely lacking.
- **Corporate/business-related threats** such as litigation, white-collar crime, market issues and other matters with a material impact on the company.
- **Workplace issues** such as sexual harassment, workplace violence, allegations of unethical behaviour, etc.
- **Missing person incidents** related to criminal or non-criminal circumstances.
- **Political and security risks** such as kidnapping, extortion, bomb threats, sabotage, political or civil unrest, disgruntled employees, illegal detention by authorities and insurgent or guerilla activity.
- **Natural disasters, pandemics, etc.** that threatens the health and safety of employees or the communities in which the company operates.

Additional crises can also emerge as an aftershock from the original crisis. These could include the discovery of other problems related to the crisis, investigations by federal, provincial or local governments, delayed commentary from civil society through social media, lawsuits and financial penalties, lost business, management changes and divestitures. These crises can go on for weeks, months or even years. Hence, the management of these crises needs to be as effective as the management of the original crisis.

As the Canadian mining industry is becoming increasingly global in its operations, political and security risks are also becoming a growing concern. It is suggested that companies operating in foreign environments may want to consult security consultants to advise them on security precautions and modify their crisis management plans accordingly.

## 4. CRISIS MANAGEMENT TEAM ORGANIZATION

A corporate CMCP should set out an organization and framework to guide a company's response to a situation during the first few critical hours of a crisis. When a crisis occurs, the company's first priorities are to protect the safety and well-being of its employees and contractors, to remediate any negative impacts on nearby communities and the environment, and to return to safe operating conditions as quickly as possible.

It is important that an organizational structure with clearly-defined roles, responsibilities and reporting structures be in place to ensure these issues are resolved before a crisis occurs. The major benefit is a better defined, more formal approach to managing the company's response to a crisis situation.

### 4.1 Structure and Reporting

A crisis management organization must be flexible in order to deal effectively with incidents of varying types and severity. Its structure should consist of the following elements, some or all of which may be mobilized to deal with a given crisis.

#### 4.1.1 Corporate Crisis Management Team

The corporate crisis management team (CCMT) could include corporate office executives and senior managers who will be responsible for implementing the corporation's CMCP as required. For some large operations, the local crisis management team (LCMT) may assume full responsibility for managing certain crises and, therefore, its composition may mirror those of a CCMT.

The core CCMT should be small in size. Examples of typical roles in a CCMT include: a Chair, crisis coordinator, company spokesperson, communications coordinator, human resources coordinator, legal counsel and administrative assistant. The team can be expanded with additional members depending on the nature of the crisis. An example of a CCMT is contained in Appendices A and B.

It is important to note that the selection of individuals for the crisis team should be based on the best and most qualified for the nature of the job/tasks and should not necessarily be based on their current job or function. Each member should have an alternate and one member of the CCMT should be easily accessible at all times. To achieve this, a company might adopt an on-call system to ensure that at least one team member is available or some other mechanism that achieves this objective.

Additional resources can also be added to the team as required. These could include specialized expertise (e.g., a psychologist to assist traumatized employees or a transportation specialist in the event of emergency evacuation from a country).

The team should be accountable to the Chief Executive Officer (CEO) or

equivalent. However, the CEO should not be directly involved in managing the crisis. The primary responsibility of the CEO is to continue the effective management of the company and to continue reporting the situation to the company's Board of Directors. In special circumstances and depending on the severity of the crisis, the CEO may be asked to speak on behalf of the company, but careful consideration must be given as to when and under which specific circumstances this should occur.

#### **4.1.2 Local Crisis Management Team**

In addition to its existing operation emergency response services, each operation and project should have a local crisis management team (LCMT) in place, which would supersede the emergency response services should an emergency situation escalate to a crisis. The LCMT would be responsible for the on-site management of a crisis and for direct communication with the CCMT. The composition, roles and responsibilities of the LCMT should be specific to that operation, but complementary to the CCMT.

#### **4.1.3 Special Crisis Response Team**

A special crisis response team may be assembled by the Chair of the CCMT to respond to a particular crisis situation where there is no LCMT or there is a need for additional or special resources (e.g., grief counsellors, communications, environmental, etc.) at the site of an incident. The nature of the crisis will dictate the composition of this team whose members could include managers from the head office or other company locations.

An example of a company's crisis management organizational structure is contained in Appendix C.

## **4.2 Roles and Responsibilities**

During a crisis situation, each member of the CCMT and LCMT has specific roles and responsibilities. The middle of a disaster is the poorest time to establish new relationships and reporting structures. Therefore, it is crucial that these responsibilities are understood and agreed to prior to a crisis incident. The following outlines the key roles and responsibilities of the CCMT and LCMT. A detailed list of responsibilities for the CCMT and LCMT is contained in Appendix D.

#### **4.2.1 Chair**

The Chair is responsible for overseeing the development and implementation of the CMCP. During a crisis, the Chair is primarily responsible for managing the company's overall crisis response and for keeping the CEO (or equivalent) and other key executives fully informed of all developments. Other responsibilities include calling meetings of the crisis management team, determining its composition, obtaining additional resources as necessary, communicating with key stakeholders as necessary and ensuring a full debriefing following resolution of a crisis.



#### **4.2.2 Crisis Coordinator**

The crisis coordinator is responsible for the development, review, training and distribution of the crisis plan to the CCMT members, their alternates, and other management persons as appropriate.

During a crisis, the coordinator is primarily responsible for acting as a conduit for gathering information for the crisis team, passing information and crisis team decisions to the LCMT and maintaining communications with them. This position works closely with the communications coordinator.

#### **4.2.3 Communications Coordinator**

The communications coordinator is responsible for assisting the crisis coordinator with the development of the CCMP, by identifying internal and external resources to assist the company in monitoring and handling its response to inquiries by the media, social media activity, and other key corporate stakeholders.

During a crisis, the communications coordinator is primarily responsible for developing the corporate crisis communications response as well as preparing and distributing all company communications within and external to the organization, in close liaison with the crisis coordinator and local crisis communications coordinator. For further information see Section 6.3.1. It is recommended that a team of communications personnel support the coordinator.

#### **4.2.4 Spokesperson**

The primary responsibility of the spokesperson(s) during a crisis is to be the company's chief representative with the media, local communities and other key corporate stakeholders. The spokesperson should also be available to assist the communications coordinator in the development of communications materials. Companies may choose to have available alternate spokespersons who can speak on specific issues (e.g., environment, human resources, etc.).

#### **4.2.5 Human Resources Coordinator**

The human resources coordinator is responsible for the creation of confidential personnel records, including contact information and proof-of-life questions for all employees, especially those who are required to live, travel or work in hazardous environments. During a crisis, the coordinator will be responsible for notifying families in the event of a serious injury or death, monitoring overall employee morale and recommending appropriate communications. It is recommended that a team of human resources personnel support the coordinator.



#### **4.2.6 Legal Counsel**

Legal counsel is responsible for identifying, in advance, legal resources in foreign jurisdictions where the company operates, as well as any legal requirements or constraints related to potential crises. Part of the role of counsel is to review preliminary background communications materials. During a crisis, legal counsel is primarily responsible for determining legal requirements or constraints related to the crisis situation and provide advice on ways and means of limiting the company's potential liability. Legal counsel may also be responsible for providing advice on the responsibilities toward a victim(s) and the victim's family, including payment of compensation.

#### **4.2.7 Administrative Support**

During a crisis, this position provides administrative support to the crisis team members. Prior to a crisis incident, a pool of administrative support personnel should receive orientation training on the crisis control centre and their respective roles and responsibilities.

#### **4.2.8 Finance**

Although not a member of the core crisis management team, the finance department is responsible for maintaining adequate insurance coverage and establishing accounting procedures for money and protecting information relating to its intended purpose. During a crisis, the department is primarily responsible for coordinating financial transactions associated with the crisis.

### **4.3 Local Crisis Management Teams**

Each operation and project should be responsible for establishing a local crisis management team (LCMT). The local team provides an initial response and management of the situation with counsel and/or direction from the corporate crisis management team if required.

The LCMT must ensure that its plan and organization are in place and tested to support the company's CCMP. The local team must regularly train and inform the corporate crisis team of any changes to its plan, team members or contact numbers. The LCMT may reflect the structure and membership of the operation's already established emergency response/risk management team. An example of the roles and responsibilities of a LCMT is contained in Appendix E.

For exploration projects and marketing/sales offices, the local managers could be identified as the corporate crisis team's contact or liaison. These persons should have a copy of the CCMP and receive training, as well as be responsible for keeping the plan updated and for distributing related information to company personnel.

## **5. ACTIVATION OF A CRISIS MANAGEMENT AND COMMUNICATIONS PLAN**

The importance of early warning systems and protocols are paramount in the successful management of crisis situations. Without clear and established protocols, there is a danger that a company could respond or react in a slow, inconsistent and even haphazard manner that could result in a situation escalating out of control before the crisis management team has been warned and had time to prepare an integrated and coordinated response.

Every company should have a crisis management plan that can be implemented swiftly and will work for the first few critical hours while the company assesses the situation and can develop a broader remediation and communications strategy. The plan should contain realistic response policies and procedures along with checklists and other relevant support materials. The following are the key components of managing a crisis situation.

### **5.1 Notification**

Once a company has completed its assessment of the risks and threats to the company, operations and projects, as well as differentiated between what it considers an emergency and a crisis, a crisis notification protocol should be defined and codified. The system should identify situations that require the company, operations or projects to convene their respective crisis management teams.

Many companies develop crisis notification protocols that guide corporate or operational personnel through a series of questions leading up to an assessment of the crisis situation and direct them to whom they should contact at the CCMT and when (see Appendix F). In all instances, direct voice contact should be used in notification, as there is no guarantee that a voice or e-mail message or fax will be received or looked at immediately.

Many corporations opt for external services that provide their corporate office, operations and projects with access to a service whereby anyone on the company's corporate and local crisis management teams can contact or be contacted 24 hours a day, 365 days a year from anywhere in the world. This service is particularly useful for companies with international operations.

### **5.2 Assessment**

Following notification of the CCMT that a crisis situation exists, it is important that the LCMT define to the greatest extent possible the extent of the damage and/or disruption of the incident. In the initial chaos of a crisis, it is often difficult for local management to focus on the key issues and facts.

To assist local personnel in this assessment, it is recommended that crisis fact-gathering information sheets be prepared in advance to assist local personnel in retrieving key information and relaying it to the corporate office as quickly as possible. This information not only focuses on who, what, where, when, and how, but also on employees, families, the impact on local communities, the environment,

and on media coverage. An example is contained in Appendix G.

### **5.3 Anticipation**

During the initial phase of a crisis, it is important that the CCMT review the crisis from two perspectives: what needs to be done in the first few critical hours and what are the potential aftershocks over the following days.

In the first few hours, the priority for the LCMT is getting the situation under control and determining and reporting accurate estimates of the disruption, the health and safety of employees and casualties, if any, to the CCMT.

Concurrent with resolving the crisis situation, the crisis management team(s) need to manage the aftermath of the crisis as effectively as the initial crisis itself. The team(s) will need to focus on the possible scenarios flowing from the crisis, such as:

- Deaths resulting from the injuries to people involved;
- Announcements of political and/or regulatory investigations;
- Investigative news stories or social media postings such as blog posts/tweets on related problems;
- Unions and/or environmental/social non-governmental organizations' reactions/criticisms;
- Negative impact on nearby residents and businesses; and
- Loss of business due to the crisis and/or competitive inroads.

### **5.4 Crisis Protocols**

In developing a crisis management plan, it is advisable that companies prepare protocols for a wide range of potential crises that could affect the corporation.

The protocols are not a precise or an exhaustive to-do list, but rather help personnel focus on the relevant and critical issues in the first chaotic hours. These protocols could include the following situations:

- Release causing major environmental damage;
- Major industrial accident;
- Medical emergency;
- Natural disasters;
- Executive aircraft crash;
- Workplace violence;
- Sudden loss of officers of the company;
- Illegal detention by local authorities;
- Kidnap/family liaison;
- Terrorist attack/major sabotage; and
- Civil unrest.

Examples of some of these protocols are contained in Appendix H.

## **5.5 Crisis Control Centre**

Every company should have a designated crisis control centre to gather and manage the crisis situation, within the corporate office or virtually. Large operations that are expected by the corporate office to manage local crises should also have a designated control centre. It is also recommended that an off-site locale(s) be selected in the event the CCMT or the LCMT cannot meet on-site. In the case of a virtual crisis control centre, it may be useful to have a backup in case the crisis is preventing access to the virtual centre.

Responsibility for establishing and managing the centre should be designated a part of developing a crisis preparedness plan. Examples of key components and materials that could be part of the centre are highlighted in Appendix P.

## 6. COMMUNICATING DURING A CRISIS

Good communications alone will not solve a crisis. However, bad communications, both internally and externally, can exacerbate the situation and may make resolving one much more difficult. Consequently, mishandling a crisis in the public domain and the negative perceptions left with the public and other key stakeholders can ultimately be far more damaging to a company's reputation than the crisis itself.

After an accident or incident has occurred, there may be significant interest from the news media and/or social media pundits who will want to know everything about the incident: what happened, why, who, where, when and how? The focus of the news media will be who is at fault and ask why this accident or incident wasn't preventable. For those commenting in the social media space, they could offer their own take on resolving the situation. To get answers, journalists will gather information as quickly as possible in an effort to be the first to get the story out. This can involve the use of sources or experts who may not be directly involved in the situation and/or who may have inaccurate information. News outlets may also feature social media commentary to show reactions from the public on the situation.

In this environment, the company may be torn between its legal and financial responsibilities and pressure to protect its reputation by speaking to the media or making public statements. The following outlines the key elements of a crisis communications plan to help a company through this difficult situation.

### 6.1 Objectives

During an accident or incident, the crisis management team should have four communication objectives:

- Help the news media focus on known facts and the company's positive actions;
- Communicate directly and effectively with employees and key communities of interest;
- Demonstrate, through our actions, the company as a caring and responsible organization; and
- Maintain public and shareholder trust and confidence in the company's ability to effectively manage the crisis.

### 6.2 Strategies

To achieve its objectives, there are three key strategies for communicating in a crisis situation. Other strategies can be added, but the following three are paramount to ensure that communications after an accident or incident will be successful.

#### 6.2.1 *Be a quick and reliable source of accurate information*

Mining accidents are big news. There is usually significant property and environmental damage and, in some instances, human drama. There can be media coverage whether a company communicates or not. If the company

does not provide information, others will. A failure to communicate can also create the impression that the company is not managing the situation well or is uncaring.

In this new and ever expanding digital world, social media has not only accelerated the reporting and coverage of incidents, but also propelled the concept of 'citizen journalists' who, with camera phones, drones and other technologies, can offer visuals along with commentary of an incident. Often, the media are alerted before a company is aware of the situation. This can compound issues concerning public responses by adding corporate disclosure issues and challenges.

A company's opportunity to deliver its messages effectively is biggest in the first hours after an accident or incident. The news is greatest when the facts are fewest. This is the most important opportunity for a company to communicate its information and messages and to establish itself as a key and reliable source of information. After more is known about the accident and after investigation briefings begin, a company should ensure it delivers regular updates with key stakeholders to provide them with up-to-date and accurate information. This may include providing provincial/national mining associations with key facts as soon as possible in the process as they are often called upon by the media for comment, and are in position to provide timely briefings to government officials. Additionally, in mining regions, companies may also consider providing neighbouring mining operations with facts and details about the situation in a timely manner.

Companies must prioritize communications with their communities of interest (COI) at the earliest opportunity following the incident, provide regular updates as they become available, and be responsive to the community at all times. Ideally, communications with COI should have begun well before the crisis situation hit, particularly with respect to how the company will alert the community about a crisis situation and how the company will work to resolve incidents as part of their crisis preparedness work.

It is recommended that initial communications materials be developed and released as soon as possible after the company has been notified of the accident. Such materials should convey concern, clearly state the known facts of the situation and explain what is unknown. Key messages should be upfront, supported by facts and background information that are available. To ensure timely communications, companies may want to develop news release templates for each of the incidents identified in their crisis vulnerability assessments and when defining the objectives and scope of their crisis management plan. The objective is to get it right and get it out quickly. An example is contained in Appendix I.

During a time of crisis, it is important to understand that events evolve quickly and that the need to release information that is both accurate and timely is critical. The normal corporate communications approval processes may not be responsive enough to approve statements and key messages during a crisis and it may be useful to develop a separate communications approval process as part of the CMCP.

### **6.2.2 Actively communicate/monitor**

Facts become public in pieces and early information is often contradictory. For these reasons, a company's communications strategy must allow for the following:

- Schedule regular briefings and issue written updates to provide new information;
- Monitor news media reports and social media commentary to detect inaccuracies or unbalanced coverage;
- Always correct the mistakes and misinformation of others;
- Immediately correct any inaccurate information the company may have distributed; and
- Do not rely on the news media to communicate to employees and key communities of interest. Maintain direct lines of communication with them.

As part of a company's pre-incident preparation, it is recommended that the crisis communications coordinator and communications personnel consider establishing monitoring services for media and social media platforms. These services enable a company to better monitor and respond to any misinformation generated by the coverage of a crisis. Companies should also familiarize themselves with key internet news, stakeholder web-sites and forums to monitor external reaction to the crisis situation.

### **6.2.3 Be an open and responsible company**

It is important in a crisis situation that a company acknowledge that an accident or incident has occurred and recognize that workers, their families, friends and the community at large may be distraught, angry and emotional. It is crucial that a company actively communicate and emphasize what it is doing to help these people and to resolve the situation.

A company's spokesperson(s) should always use good judgment in providing information about the speculation or accusations of other people. Media requests for specific information or access to facilities need to be evaluated on the basis of practicality and a judgment made whether coverage would fuel speculation or enhance the public's understanding. Company spokesperson(s) should never speculate on questions that begin with the following:

- Could it have been ...?
- Is it possible that ...?
- What would happen if ...?

Because factual information may not be available, the news media may use clues, accusations and speculation to help them determine why the accident or incident happened. They will talk to others, research the background of your company, the mine and possibly even other mines in the immediate



vicinity, all in an effort to help explain who or what is to blame. And news reports will travel rapidly around the world.

Companies should also be prepared to tell the media what the company does to operate safely and what it has done to correct any past problems. The spokesperson(s) should also be prepared to discuss any past accidents or incidents, past safety problems or industry-wide safety problems. See Appendix J.

## 6.3 Tactics

There are a number of communication approaches that can be employed that will help the CCMT or LCMT achieve its communication objectives during a crisis.

### 6.3.1 Crisis Communications Plan

As each crisis situation is different, so will be the communications approach for each incident. That being said, a company's crisis management and communications plan might outline the following key elements:

- What information should be released, how often and to whom;
- Approval processes for the release of information;
- Who will speak to the media and provide comments in the social media space for the company;
- How employees will be kept informed;
- Who will speak to key stakeholders;
- Where and how the company spokesperson(s) will release information; and
- What additional resources the crisis communications coordinator may require.

As part of a company's pre-incident preparation, company spokespersons and alternates should be selected and receive communication skills/media training.

### 6.3.2 Media Relations

When a company is involved in an accident or incident, the company could be inundated with calls from the media wanting information. It is critical that the company's reception and all employees route all media calls to the communications coordinator or designated media relations staff person, who will coordinate the interviews for the designated spokesperson. The company spokesperson should, in principle, treat all the media fairly and equitably. However, a company will not be able to meet all the demands of the media and could communicate first and at length with those media that:

- Have the broadest distribution (wire services, national newspapers and television and international media);
- Serve the communities most affected by the accident; and
- Serve the communities of your company's employees.



Some journalists may have an extensive background in the mining industry. For others, however, a crisis incident may be the first and only exposure to the industry. Companies should not depend on the media to provide accurate explanations of company actions during a crisis situation to the public. Therefore, it is recommended that communications are both clear and as comprehensive as possible. If a company operates in a region where its business language is not spoken, it should be prepared to provide briefings and written materials in the language used by the local media.

As part of a company's pre-incident preparation, key media contact and telephone log sheets should be prepared along with any specific needs that require attention such as translation. See Appendix L.

Throughout the crisis, the communications department or a third party should continuously analyze all media and social media coverage concerning the crisis and provide reports for management.

### **6.3.3 Social Media**

News moves quickly on the internet. Bad news moves perhaps fastest of all. Responsiveness to crisis situations and protection of a company's reputation and brand involves the need to assess how a breaking or emerging incident is cited, referenced, conveyed or reported across all social media platforms. This dimension of the internet includes:

- Conventional news media platforms, breaking news and information sites, including print and broadcast outlets, where readers and viewers can post their opinions and observations;
- Social media sites and tools (Snapchat, Facebook, Twitter, LinkedIn, Tumblr, InstaGram, etc.)
- Other open-ended, participatory online media (blogs, forums, special interest social networks, video posting sites, etc.)

It is in a company's best interest to assure that these channels are continually monitored during and after an incident or crisis. To the extent deemed needed for an effective and comprehensive response and ongoing protection of the company's reputation, these channels might be utilized to explain and clarify unfolding events and/or correct misinformation from the company's perspective.

Due to the immediacy of social media, it is essential during unfolding circumstances that communications tactics take into account emerging and ongoing online conversation.

All responses to local incidents and crises should consider a social media component, even if only to monitor for community dialogue. Not all social

media activity requires interactive responses. Consult with corporate communications to determine your best course of action.

In consultation with corporate communications, community relations and communications representatives (spokespersons), a company might want to establish monitoring of social media as part of their role and responsibility in the event of a crisis or emerging issue. Because it not always possible to perform this function effectively in the midst of a fast-moving or breaking news situation, the local communications person or coordinator could enlist support for this purpose as soon as practical. Corporate could quickly arrange for monitoring coverage when warranted and as needed.

It is important to note that during a crisis situation is not the right time to establish a corporate social media presence. It is recommended that a company examine its preferred social media platforms, establish a response protocol and possibly establish a presence or at least plan for a presence if needed.

Depending on the situation, use of social media during a crisis could be more than one-way and only response-oriented. Engage online communities in multiple ways. Instead of thinking of ways of “transmitting”, especially during emergencies, ensure that people online can also engage and participate in finding accurate and reliable information. See Appendix R.

#### **6.3.4 Employee Communications**

Employees are one of the most important and often overlooked key stakeholders during a crisis. Employees are vitally important to companies, as they are the informal spokespersons or ambassadors of the company. The public, especially in the communities surrounding a mine, is more likely to believe the comments and opinions of employees than the media or even the company spokesperson. During a crisis, companies should:

- Make clear to employees that their safety and welfare is the company’s number one priority;
- Communicate only what is known and assure employees that you will provide them with additional information as soon as possible;
- Establish phone banks and/or an online centre to respond to concerns;
- Use the intranet or website as a source of information and to address employee concerns;
- Offer stress-related counselling services;
- Maintain open lines of communication between senior executives and employees; and
- Reach out to community groups and social service agencies to help employees who want to participate in community assistance.

As part of a company's pre-incident preparation, companies may coordinate the development or integration of crisis communications programs with existing employee communications activities.

### **6.3.5 Community of Interest / Stakeholder Communications**

During a crisis, it is crucial that all people directly and indirectly affected by the situation receive communication from the company. These groups could include:

- families of employees affected by the accident;
- government regulatory agencies (e.g. transport and safety authorities);
- national/provincial/state mining associations;
- local hospitals, police, fire and rescue officials;
- local and regional elected and non-elected officials;
- board of directors
- employees from other mine/project sites;
- Aboriginal communities;
- unions, suppliers, customers, business partners;
- citizens and environmental groups; and
- shareholders.

As part of a company's pre-incident preparation, the CCMT and LCMT should identify, prioritize and prepare contact sheets for their key stakeholders to ensure no one is missed and to avoid duplication. It is also recommended that a company meet regularly or annually with senior members of their local emergency response authorities.

During a crisis, it is in a company's immediate and long-term interest to communicate directly with these individuals, groups and organizations. Direct communications helps to maintain and build confidence in the company during a critical time. Furthermore, the media can and will call upon these sources for information about the incident. This is especially true of public emergency response organizations.

To ensure that company messages are distributed as quickly as possible and to avoid conflicting information being disseminated, companies should maintain telephone/fax and e-mail lists of key stakeholders and organizations and their communications personnel in order to forward them key information. This also provides an opportunity for a company to have third parties deliver its key messages. See Appendix K of sample stakeholder organizational chart.

### **6.3.6 Background Information**

Following an accident, there will be no time to research and write background information about the company, its operations and its procedures. Much of

this information can be written, assembled and approved in advance. These include an initial news release with blanks to be filled in depending on the accident or incident, fact sheets, backgrounders, photos, videos, frequently asked questions, etc. (see Appendix M).

In today's global environment, electronic communications is important in crisis communications. The use of websites is proving to be an invaluable tool for companies to get information to their key stakeholders and vice versa. However, many companies are developing ghost sites or splash sites dedicated specifically for crisis communications.

Ghost site websites or splash pages are specifically designed to have just crisis-specific information such as news releases, backgrounders, fact sheets, frequently asked questions and other materials to be put on the site and launched quickly. The ghost site allows a company to provide stakeholders with clear and concise information regarding the crisis situation without having to navigate through the corporate website. The site can hot-link viewers to the existing corporate website as well as to other key stakeholder sites. Most importantly, the dedicated site demonstrates that the company is an open and transparent organization.

### **6.3.7 Press Conferences**

During a crisis, even routine activities like press conferences take on added complexity. Because there are so many other conflicting demands for attention, small details can be forgotten or overlooked. Thus, a checklist can be an invaluable reminder (see Appendix N).

As part of a company's pre-incident preparation, the crisis communications coordinator could identify rooms or areas at the mine sites and at the head office for handling media briefings and news conferences. In some circumstances, a company may be forced to host briefings and news conferences off-site, if this is a possibility, a company may want to identify alternative sites ahead of time.

It is also advisable that companies consider establishing a Skype account to be in position to provide live interviews to media and social media from sites to provide an authenticity to its messaging.

## **7. DEBRIEFING**

It is important that the crisis management team(s) hold daily debriefing meetings to review the events of the day and discuss emerging issues. These meetings can help identify secondary effects of a crisis that could impact a company's ability to manage the situation.

For example, in the aftermath of Hurricane Andrew in 1992, the telephone companies discovered that one of the principal shortages in southern Florida was not poles, wires or switches but daycare centres. Many of the companies' field operations employees had children and relied on daycare. When the centres were either destroyed by the hurricane or could not be operated due to staff shortages, some workers had to stay home to take care of their children, thereby reducing the workforce at the time it was needed the most. The companies resolved the problem by soliciting retirees to provide ad hoc day care centres, thereby freeing up personnel and restoring the telephone network.

As stated earlier, additional crises can also emerge as an aftershock from the original crisis. Debriefings can identify other developments such as investigations by federal, provincial or local governments, lawsuits and financial penalties, lost business, management changes and divestitures.

The crisis team chair should conduct the debriefing meeting. In the first few days following the crisis, the chair should also consider holding brief meetings in the morning to review any developments overnight. A list of key issues to be reviewed in a debriefing meeting is contained in Step 8 of the sample crisis plan found in Section 4 of Part 2 of this guide.

## 8. TRAINING

The crisis management plan and each operation's emergency response plan should be tested annually<sup>1</sup>. The understanding of these plans by team members and alternates and of their specific roles and responsibilities within the plans could be challenged through crisis management orientation programs as well as crisis simulation exercises.

Certain employees such as administrative assistants and security personnel are likely to find themselves involved in the early stages of a crisis. It is important to identify these people for training to ensure they respond appropriately, for example, in handling initial media inquiries.

Some members of the corporate and local crisis teams may require more detailed and specific training for their responsibilities on their respective crisis management teams. This may include more in-depth crisis management skills training, media training, and kidnap and extortion management. If a company has developed or undertaken significant modifications to the crisis management plan, it is recommended the company conduct refresher seminars for the CCMT, LCMT and alternates.

Crisis simulation exercises help refresh and update this training on an annual basis. There are four broad categories of simulation exercises that can be employed by a company to test its plan(s). The crisis and/or communications coordinator could coordinate training.

### 8.1 Management Training Exercise

When it is necessary to demonstrate how a crisis develops and escalates, role-playing can put managers under pressure. With each player defined by a characterization – including executive appointment, personality, business objectives and personal agenda – the management team has to handle situations posed by external stimuli.

The action is observed by an audience who participates in the analysis of the scenarios played out before them. Management games offer the opportunity to demonstrate realistic crisis characteristics and recommended management techniques.

### 8.2 Table-Top Discussions

Working from a schedule of events, a facilitator offers the crisis team or management group a series of situations to be analyzed and discussed before decisions are made and actions taken.

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<sup>1</sup> The TSM crisis management indicator for training stipulates that table top exercises must be conducted annually at the corporate and site levels, while full crisis simulation exercises should be conducted at the facility level once every three years.

Pressure is exerted through ever-increasing complexity and frequency of problems, with the facilitation team raising issues from the perspectives of outside audiences. This technique has been used for inexperienced groups, to build teams or as an introduction to other stimulation formats.

### **8.3 Semi-Active Sessions**

The most commonly used format brings together a crisis team or executive group to practice plans and procedures already in place. A steadily building situation is depicted by the involvement of actors, telephone calls, prepared print media, recorded radio and television pieces, blogs and tweets all funneled into the crisis room.

The overall exercise is orchestrated and controlled by a facilitation team, which manages scenario development in response to the decisions made and actions taken by the players. At any time, the exercise can be stopped to discuss critical points or analyze key decisions and events. At the end of the exercise, a performance assessment is conducted to highlight lessons learned so that the company can decide what appropriate steps should be taken to improve crisis plans and better train individuals.

### **8.4 Full Crisis Simulation**

In this type of exercise, unsuspecting players are invited to attend a conference or seminar that is suddenly interrupted by an announcement of a crisis, causing the participants to switch into an unrehearsed crisis-response mode.

The problem unfolds as actors and live media build up the scenario and create a crisis atmosphere. Once the events are flowing, the facilitation team interrupts the exercise to confirm that the situation is an exercise and explain the necessary ground rules – scenario timing, limitations on communications, security constraints – and then the exercise resumes.

While the exercise is fully scripted, events respond to the decisions and actions of the players. They are pressured by media calls, demands for radio and television interviews, irate government officials and activists, all demanding action, answers, information, help and reassurance.

By the end of the exercise, management will have been stretched and stressed, procedures exposed, plans vindicated and media-handling skills tested. The day concludes with discussion and an assessment for future action.

## 9. REVIEW

The corporate crisis management and communications plan (CMCP), local crisis management plans and site emergency response plans should be reviewed on a regular basis to ensure that they remain responsive to the needs of operations and the company, and properly reflect risks associated with a company's operations<sup>2</sup>. It is also important that the plans remain current with best and relevant practices and the experiences of other industrial sectors.

The review ensures that each plan keeps pace with all significant changes within a company and its operations, including additional risks associated with a company's operations and projects. The crisis coordinator should be responsible for regularly gathering all changes to crisis team members' telephone numbers, addresses and other details and for distributing plan updates to all team members, alternates and operations.

It is imperative that the crisis management plan be treated as a controlled, confidential document. Procedures should be put in place to ensure that all registered holders of the document receive updates as they are produced and that each member of the crisis management team has a current copy. This applies whether the CMCP is managed electronically or through controlled paper documents.

Following the resolution of the crisis situation, it is advisable that as an extension to the debriefing, the crisis management team conducts an analysis of its effectiveness in implementing the crisis management plan. The team could ask the following questions:

- How could the crisis have been avoided or reduced in magnitude?
- What worked well (and what did not) during the initial crisis response?
- How well did our contingency plans work? What else was needed?
- What's our assessment of the media and social media coverage? Could it have been handled more effectively?
- Who in the organization really stood out in terms of their contribution?
- What are the "if I had to do it all over again" lessons?

In addition to the internal crisis team debriefing, the company may want to go outside of the organization to determine its effectiveness after an appropriate time has passed. This can be accomplished through one or more of the following initiatives.

### 9.1 Conduct Interviews with External Stakeholders

This is an informal method of determining how important outside stakeholders viewed the company's actions during the crisis. This can be conducted by the company or through a third party.

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<sup>2</sup> The TSM crisis management indicator for review stipulates that crisis plans be updated whenever there is a change in personnel of crisis team members, a change in business or every 18-24 months.



## **9.2 Survey Internal Stakeholders**

Crisis management members evaluate each section of the crisis plan as it pertains to internal publics (e.g., how well the telephones, technology and other communications worked) and gauge if employees felt they were well informed during the crisis.

The company could also consider conducting interviews of senior management and employees to determine their perceptions and concerns about how the crisis was handled. This could be done through a third party to ensure confidentiality and for the company to receive an accurate assessment of its performance.

## **9.3 Assess media relations activities**

The corporate communications department of the company or a third party could conduct an internal post-crisis assessment of media relations to determine its effectiveness in this area, and any lessons learned that could be incorporated for the future.

## **9.4 Conduct a Content Analysis of all Media and Social Media Coverage**

The communications department should analyze all of the media and social media coverage concerning the crisis and prepare a report.

## **9.5 Appreciation**

As a matter of good business, it is important to remember those third-party supporters that facilitated a positive outcome for the company. The company will want to extend thanks to governments, local community leaders, emergency service personnel, unions and others who assisted the company during the crisis.

Following this analysis, modifications should be made to the crisis management plan in those areas where improvements are needed. After the modifications are made, the crisis plan should be redistributed and changes practiced through ongoing training.

## **10. SUMMARY**

The following is a checklist that summarizes the key components required for the development or an assessment of a crisis management plan.

### ***Initiating a Crisis Management and Communications Plan***

- Receive endorsement from President and CEO (or equivalent) for the crisis management and communications planning program.
- Establish multi-disciplinary crisis management and communications planning committee of corporate and local personnel.

### ***Crisis Vulnerability***

- Review and define the risks or threats and potential for crises facing the company and its operations in response to the identified risks.
- Develop and coordinate an evaluation of the crisis preparedness of corporate and local crisis management plans.

### ***Crisis Management and Communications Plan Objectives and Scope***

- Develop guidelines for the management of crisis situations.
- Review and categorize real and potential emergency and crisis situations.

### ***Crisis Management Team Organization***

- Develop organizational structure and reporting mechanism for corporate and local crisis management teams.
- Develop roles and responsibilities for the members of the corporate and local crisis management teams.

### ***Activation of Crisis Management and Communications Plan***

- Prepare corporate/local crisis notification protocol.
- Develop crisis assessment profile.
- Develop protocols for the handling of potential crises.
- Coordinate the establishment and management of an on-site and/or virtual crisis control centre and associated support materials.

### ***Communicating in a Crisis***

- Develop crisis communications protocol and training programs.
- Establish media and social media monitoring capabilities.
- Prepare key media contact sheets and telephone/stakeholder log sheets.
- Coordinate employee crisis communication programs.
- Identify and prioritize key stakeholders and prepare contact sheets.
- Develop key background communication materials in advance.
- Establish crisis communications website or splash page.
- Coordinate the preparation of on-site media conference facilities.

### ***Debriefing***

- Develop debriefing checklist.

### ***Training***

- Prepare crisis simulation exercises to test corporate and local crisis management plans.
- If required, provide more detailed and specific training for crisis management teams.

### ***Review***

- Conduct reviews of corporate and local crisis management plans.

**PART 2:**

***MINING INC.***

**SAMPLE CRISIS AND COMMUNICATIONS MANAGEMENT  
PLAN**

**Date**

**Copy Number**

**This copy belongs to:**

## **1. INTRODUCTION**

Mining Inc. is committed to achieving operational excellence in all aspects of its business. However, nothing will test our corporate reputation more than our behaviour following a crisis situation.

In today's global media environment, a crisis situation can easily be brought to the attention of the world within minutes. A company can be thrust into the glare of the news media spotlight with its actions closely monitored by the financial and investment communities, and by governments, employees, shareholders, community leaders and other influential groups whose primary information and perceptions of the company will be gleaned initially from those news reports. If not properly managed, this attention can hinder a company's ability to manage the crisis and can lead to the weakening of its share price and shake the confidence of its stakeholders.

In the event of a crisis we must be able to:

- manage the crisis effectively and professionally, to provide necessary support to our people and to minimize the impact on our operations and business;
- provide appropriate support to people who may have been adversely affected by our operations;
- help the news media focus on known facts (do not speculate) and our positive actions;
- maintain public and shareholder confidence in our ability to effectively manage the crisis; and
- continue to run the business safely, effectively and efficiently during the course of the crisis.

This plan has been designed to assist the crisis management team at Mining Inc. in responding to the crisis in the first few critical hours of a crisis situation.

If we can achieve these objectives, we will help protect not only the company's reputation during the crisis, but also our ability to maintain public confidence in our operations in the future.

**John Smith**  
**President and Chief Executive Officer**  
**Mining Inc.**

## 2. PURPOSE AND SCOPE

The purpose of the Mining Inc. crisis management and communications plan is to define and provide guidelines for the successful and professional management of crises affecting Mining Inc., our employees, their families, contractors and our communities. The plan has the specific objectives of:

- removing any threat to life and/or safety of our employees, contractors and suppliers;
- protecting the environment;
- ensuring prompt, open and honest communication with those affected;
- conducting all corporate activities as a responsible corporate citizen;
- safely and effectively restoring the business to normal operations, both rapidly and effectively;
- minimizing commercial damage; and
- preventing a recurrence of the incident.

There are two types of incidents that are subject to crisis management: operational and non-operational crises.

### ***Operational Crises***

- **Industrial emergencies** such as accidents resulting in critical injury or property damage.
- **Natural disasters** that threaten employee safety or jeopardize operations.
- **Accidental releases of materials such as tailings dam** failure or a major chemical spill that could threaten people and the environment.

### ***Non-Operational Crises***

- **Medical emergencies** in jurisdictions where quality medical care is either remote or entirely lacking.
- **Corporate/business related threats** such as litigation, white-collar crime, market issues and other matters with a material impact on the company.
- **Workplace issues** such as sexual harassment, workplace violence, allegations of unethical behaviour, etc.
- **Missing person incidents** related to criminal or non-criminal circumstances.
- **Political and security risks** such as extortion, bomb threats, sabotage, political or civil unrest, disgruntled employees, illegal detention by authorities and insurgent or guerilla activity.
- **Any other event** that threatens the health and safety of employees or the communities in which the company operates.

### 3. CRISIS MANAGEMENT TEAM

Mining Inc.'s crisis management team will consist of the following members, and their alternates.

<b>ROLE</b>	<b>DEPARTMENT</b>	<b>NAME</b>
<b>Chair</b> Alternate	<b>Operations</b>	
<b>CMT Coordinator</b> Alternate	<b>EHS</b>	
<b>Spokesperson</b> Alternate	<b>Corporate Affairs</b>	
<b>Communications Coordinator</b> Alternate	<b>Corporate Affairs</b>	
<b>Human Resources Coordinator</b> Alternate	<b>Human Resources</b>	
<b>Legal Counsel</b> Alternate	<b>Legal</b>	
<b>Administrative Assistant</b>		

The crisis management team will be expanded with additional members depending on the nature of the crisis. Contact numbers for the crisis management team and alternates can be found in Appendix B. The responsibilities for each member of the crisis team can be found in Appendix D.

Additional personnel can be added to the team as required. These could include experts (e.g., a psychologist to assist our employees in case of a traumatic event, an environment specialist in event of an environmental incident, or a transportation specialist in the event of emergency evacuation from a country).

Local crisis management team responsibilities can be found in Appendix E.

## 4. CRISIS MANAGEMENT AND COMMUNICATIONS PLAN

### **Step 1: Notification of Corporate Crisis Team**

- Local operations crisis team to contact corporate crisis team member.
- The Crisis Management Team can be notified by contacting any member of the team (see Appendices A and B).
- Direct voice contact should be used. There is no guarantee that a fax or e-mail will be received or looked at.
- For contact 24 hours a day, 7 days a week from anywhere in the world the team can be contacted through the Emergency Assistance Number (Canada) (XXX) XXX-XXXX. Collect calls are accepted.

**Contact - Emergency Contact Number - (XXX) XXX-XXXX**

**State that you are with Mining Inc. and wish to notify the Crisis Management Team of a situation.**

### **Step 2: Notification/Confirmation**

#### **Notification of CEO**

- Crisis management team chair or a designated member of the crisis management team to advise CEO of crisis.

#### **Notification of additional members of crisis team**

- If a crisis team meeting is required, the team chair or crisis team coordinator will immediately notify additional members as appropriate to meet in crisis control centre (see Appendix P).
- A senior administrative assistant will be appointed to serve the crisis team. The assistant will initiate and maintain a diary of events.

#### **Confirm local crisis management team in place**

- Crisis team coordinator to confirm local crisis management team and members in place.



**Step 3: Refer all media/stakeholder inquiries to designated spokesperson**

- Corporate crisis communications coordinator to confirm designated spokesperson at operation or project site.
- Corporate crisis communications coordinator to notify reception to direct all media and stakeholder calls to the assistant of designated spokesperson.
- Corporate crisis communications coordinator to notify all head office employees via e-mail and voicemail that any media calls received regarding the crisis incident are to be directed to the designated spokesperson's assistant.
- Assistant of designated spokesperson to log all media and stakeholder inquiries (see log in Appendix L). Under no circumstances should media calls be placed directly to spokesperson, unless authorized.
- The designated corporate spokesperson and person in charge of coordinating company-wide crisis communications shall be:

Position

Telephone  
Fax  
Home telephone (not to be given to media)  
Cell  
Email address (primary)  
Email address (secondary)

Alternate spokespersons are:

Position

Telephone  
Fax  
Home telephone (not to be given to media)  
Cell  
Email address (primary)  
Email address (secondary)

Position

Telephone  
Fax  
Home telephone (not to be given to media)  
Cell  
Email address (primary)  
Email address (secondary)

**Step 4:      *Assessment of Incident***

- Corporate crisis coordinator to liaise with local crisis team coordinator to gather information regarding the emergency and forward it to the corporate crisis team. See Appendix G regarding crisis fact gathering sheet.
- Corporate crisis communications coordinator to:
  - designate communications personnel to initiate and monitor national and international media and internet monitoring and forward all information pertaining to the crisis situation to the corporate crisis management team immediately upon receipt;
  - designate communications personnel to monitor the company's website and email accounts for information requests. All requests will be forwarded to the assistant of the company's spokesperson; and
  - refer to crisis management and communications plan and update as required.
- Depending on the severity of the incident, the CEO or the corporate crisis team chairman may direct appropriate resources to help manage the crisis, such as a representative(s) from the company's headquarters to the crisis incident to act as a corporate resource for the local crisis team.

**Step 5:      *Prepare Preliminary Corporate Statement, News Release and Backgrounder***

- To ensure that initial information about the incident is accurately and consistently conveyed to the media and key stakeholders, the corporate crisis communications coordinator should liaise with the local crisis management team to draft a preliminary media statement. (See draft of a preliminary media statement in Appendix I.)
- Preliminary statement and media materials (news release, backgrounder) to be approved as per the corporate crisis communications protocol.
- If necessary, corporate human resources coordinator to prepare briefing to families of victims.
- Corporate crisis communications coordinator and corporate human resources coordinator to draft a similar statement for employees company-wide for approval.

**Step 6: Contact Media/Key Stakeholders**

- If necessary, prior to the release of the preliminary statement or media materials (news release/backgrounder), corporate human resources coordinator to contact families of victims.
- Following approval of the employee statement, statement is disseminated to local employees and then company-wide.
- Corporate crisis communications coordinator to liaise with local crisis team to coordinate the dissemination of news release to the media and employees simultaneously.
- Corporate crisis communications coordinator to use the company's existing website or activate ghost crisis website. Website to have all pertinent information regarding the incident including:
  - corporate statement(s);
  - news release(s);
  - background information;
  - questions and answers;
  - links to other websites; and
  - important telephone numbers/contacts.
- Following approval and release of the preliminary corporate statement, corporate spokesperson to return media queries listed in the telephone log as soon as possible.
- Corporate and local crisis team spokesperson(s) to call key stakeholders in advance or concurrent with release of the preliminary statement to the media. These stakeholders may include but are not limited to:
  - community leaders;
  - Board of Directors;
  - government agencies;
  - mining associations;
  - key customers;
  - neighbouring mining companies;
  - Aboriginal community leaders;
  - investors/analysts; and
  - embassies.

**Step 7: Prepare Media Room**

- In the event the incident necessitates the holding of a news conference, the corporate crisis team shall have a dedicated media room within the corporate office or at a nearby off-site location.

- Assign a coordinator to the media room (see Appendix N).
- Do not allow the media access to the crisis team office or the executive offices. Coordinate security for room.
- Contact reception and the assistant of the designated spokesperson to inform them of the locale for the news conference.

**Step 8:      *Debrief***

- Corporate crisis chair and team to review events of the day and discuss emerging issues and further logistical and communications needs.
- Daily debriefings should:
  - update on the injured and the families of stricken employees;
  - review impact on employees and the community;
  - review/discuss further logistical needs;
  - review/discuss current media and social media interest and focus of questions or comments;
  - review/discuss work schedule for the next day;
  - ensure the continued safety of employees, contractors and the community;
  - correct erroneous information through media and social media monitoring;
  - communicate regularly with employees to describe the actions being taken by the company and any impact on employee jobs;
  - ensure that any participating community emergency response and rescue crews are properly thanked; review government/regulator interest and response to date; and
  - review the need for replacements/support for crisis management team.

## ***APPENDICES***

**APPENDIX A: CRISIS MANAGEMENT TEAM**

ROLE	DEPARTMENT	NAME
Chair Alternate	Operations	
CMT Coordinator Alternate	EHS	
Spokesperson Alternate	Corporate Affairs	
Communications Coordinator Alternate	Corporate Affairs	
Human Resources Coordinator Alternate	Human Resources	
Legal Counsel	Legal	
Administrative Asst.		

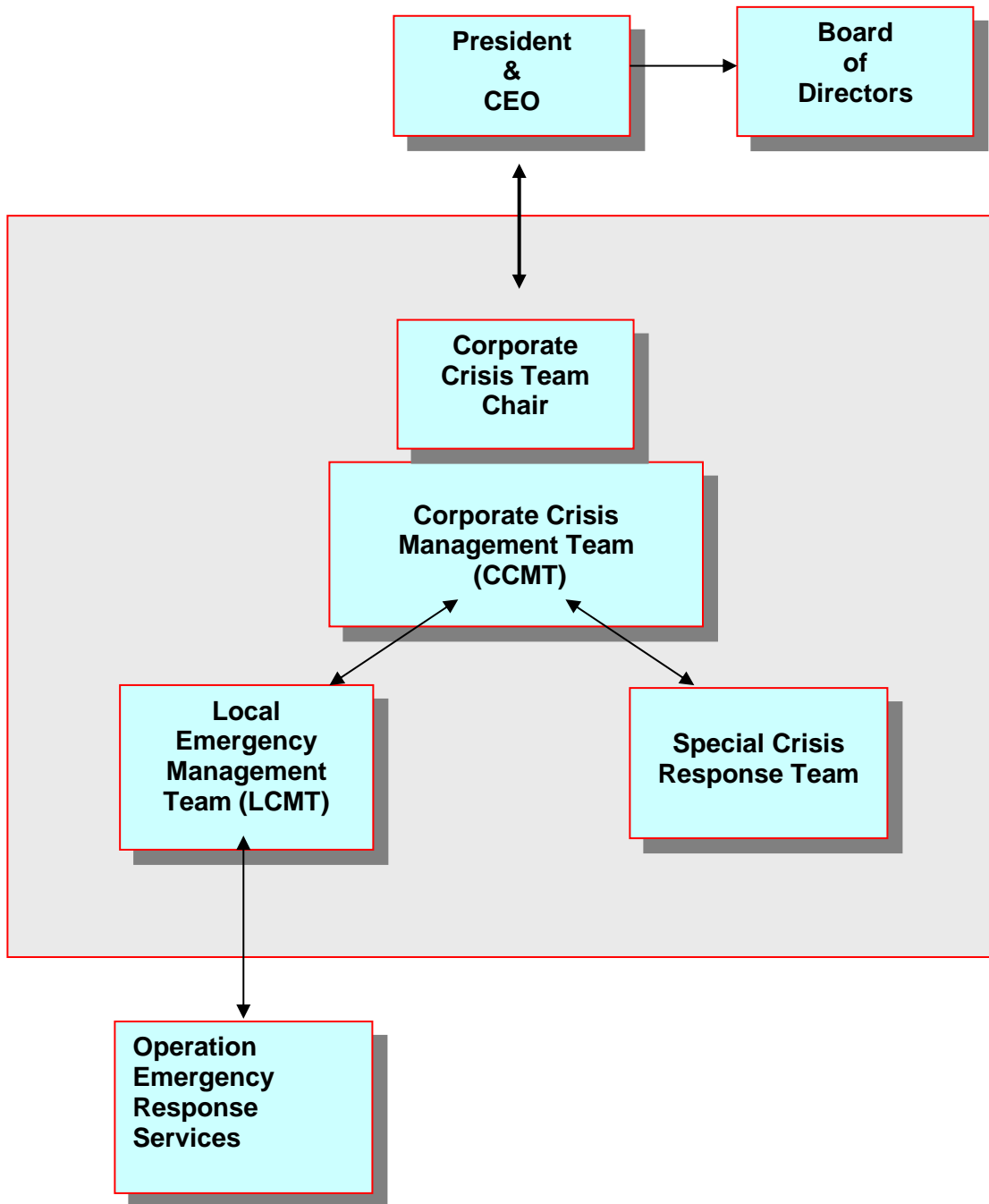
**CRISIS MANAGEMENT TEAM ALTERNATES**

ROLE	DEPARTMENT	NAME
Member	EHS	
Member	Corporate Affairs	
Member	Finance	
Member	Exploration	
Member	Engineering	
Member	Investor Relations	

**APPENDIX B: CRISIS TEAM CONTACT LIST**

<b>CRISIS TEAM ROLE</b>	<b>NAME</b>	<b>TITLE</b>	<b>SECRETARY / NUMBER:</b>	<b>CONTACT NUMBERS</b>	<b>EMAIL</b>
		CEO			
Chair		VP, Operations			
Alternate		VP, Technical Support			
Crisis Coordinator		Director, EHS			
Alternate		Director, Strategic			
Spokesperson		VP, Corporate Affairs			
Alternate		Manager, Corporate Affairs			
Communications Coordinator		Manager, Public Affairs			
Alternate		Manager Investor Relations			
Human Res. Coordinator		VP, Human Resources			
Alternate		Dir., Human Resources			
Legal		Legal Counsel			
Alternate		Asst. Legal Counsel			
Alternate		HSE			
Alternate		Corporate Affairs			
Alternate		Finance			
Alternate		Exploration			
Alternate		Engineering			
Alternate		Investor Relations			

**APPENDIX C: SUGGESTED CRISIS ORGANIZATIONAL CHART**





## **APPENDIX D: CORPORATE CRISIS MANAGEMENT TEAM (CCMT) RESPONSIBILITIES**

### **CHAIR**

The Chair of the corporate crisis management team is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Responsible for overseeing the development and implementation of the corporate crisis management plan.

#### **During a Crisis**

- Manages the company's overall crisis response and keeps the CEO fully informed of all developments.
- Calls meetings of crisis management team, determines its composition and appoints additional resources as necessary.
- Assists spokesperson with communications with key stakeholders.
- Advises on communications role for President and CEO.
- Determines whether to deploy additional resources to crisis team.
- Briefs other company executives as necessary.
- Ensures full debriefing following resolution of crisis.

### **CRISIS COORDINATOR**

The crisis coordinator is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Ensures that the crisis management plan is regularly updated and amended as required, with the necessary approvals.
- Distributes the crisis management plan and amendments to crisis management team members, alternates, and other management persons as appropriate.
- Ensures that knowledge of the plan is disseminated to key employees and, particularly, to operations.
- Ensures that the crisis management team meets at least annually, to maintain awareness and training where appropriate.
- Arranges training and crisis simulation for those persons involved on the crisis management team.
- Prepares and maintains a crisis management control centre as outlined in Appendix P in a ready state.
- Ensures information regarding political and security risks, which could impact on the safety of the company's personnel, is disseminated.

**During a Crisis**

- Ensures Chair is notified of a crisis.
- Acts as conduit for and gathers information for team.
- Gathers information following guidelines in Appendix G.
- Keeps the Chair closely apprised of all developments and information.
- Convenes meetings of the crisis management team as instructed by the Chair.
- Briefs CCMT members on developments not requiring a decision and, hence, relieves the team of the need for unnecessary meetings.
- Passes information and crisis team decisions to the local management team and maintains communications with them.
- Establishes secure communications.
- Ensures the proper handling and secure storage of material likely to be used as evidence by law enforcement agencies.

**COMMUNICATIONS COORDINATOR**

The communications coordinator is responsible for coordinating the following actions prior to and during a crisis situation.

**Pre Incident**

- Identifies resources inside and outside the company to monitor media and stakeholder response on a global basis.
- Develops a ghost crisis website or splash page for the distribution of crisis communications materials.
- Conducts a media and social media audit in key operational area and determines a source for media monitoring service in countries in which the company has operations.
- Sources public relations and translation services in key operational areas.
- Prepares background material for use in a crisis situation.

**During a Crisis**

- Instructs corporate office reception and employees to forward all media calls to assistant of designated spokesperson.
- Ensures worldwide or regional media and internet monitoring services are in place and activated as required, and monitors website for inquiries.
- Drafts preliminary stand-by statements, news releases and other materials for approval of the corporate crisis team.
- Develops crisis communications strategy and delivers approved statements, core messages and other information to the media, employees and other key stakeholders on the company's behalf.
- Briefs and prepares spokesperson(s) for media interviews.
- Analyzes and immediately forwards all news items to crisis team as they become available.

### ***SPOKESPERSON***

The spokesperson is responsible for being the company's representative with the media and other key corporate stakeholders. As part of the crisis management team, the spokesperson might assist the communications coordinator in message development and preparation of communications materials.

### ***HUMAN RESOURCES COORDINATOR***

The human resources coordinator is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Creates and stores confidential personnel records, including contact information and proof-of-life questions for all employees, especially those who are required to live, travel or work in hazardous environments.
- Maintains database of employee benefit and pension entitlements.

#### **During a Crisis**

- Provides briefings for the families of employees involved in a crisis.
- Provides assistance to families as necessary.
- Coordinates with grief counsellors to provide services as required.
- Monitors overall employee morale and recommends appropriate communications.

### ***LEGAL COUNSEL***

Legal counsel is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Identifies, in advance, legal resources in foreign jurisdictions where the company operates, as well as any legal requirements or constraints related to potential crises.

#### **During a Crisis**

- Discovers legal responsibilities toward a victim(s) and their family, including payment of compensation.
- Provides advice on the content of all documentary records and arranges for secure storage.
- Provides advice on ways and means of limiting the company's potential liability in crisis situations.

### **ADMINISTRATIVE ASSISTANT**

It is suggested that prior to a crisis incident, a pool of administrative support personnel should receive orientation training on the crisis control centre and their respective roles and responsibilities. During a crisis, provides administrative support to the crisis team members.

### **FINANCE**

Although not a member of the core crisis management team, the finance department is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Maintains adequate insurance coverage.
- Prepares plans for obtaining significant amounts of cash in various denominations and advises on relevant currency or exchange regulations.
- Identifies sources for the secure, legal collection, transportation, and storage of cash.
- Establishes accounting procedures for money and protecting information relating to its intended purpose.

#### **During a Crisis**

- Notifies insurer of crisis and collects information necessary for a claim.

## **APPENDIX E: LOCAL CRISIS MANAGEMENT TEAM (LCMT) RESPONSIBILITIES**

### **CHAIR**

The Chair of the local crisis management team is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Ensures that a local crisis management plan is developed that is well integrated with the operation's emergency response plan and compatible with the corporate crisis management plan.
- Ensures adequate training for all persons with specific responsibilities in the crisis/emergency response plan.
- Ensures regular updates of the plan.
- Provides for crisis simulation as part of the plan update.
- Establishes liaison with appropriate government officials.

#### **During a Crisis**

- Is responsible to operation's management for the response to the crisis at the divisional level and for keeping the President/CEO informed of all developments.
- Verifies that a crisis exists.
- Determines, in consultation with the operation's management, if an emergency will be handled at the operations level or if it will be upgraded to a crisis requiring that the corporate crisis management team be contacted.
- Begins a written diary of events.
- Contacts and establishes communications with security consultants.
- Contacts and communicates with appropriate government officials.

**NOTE:** *In larger operations, some of the responsibilities of the Chair may be delegated to a local crisis team coordinator.*

### **CRISIS COORDINATOR**

The Crisis Coordinator is responsible for coordinating the following actions prior to and during a crisis situation.

#### **Pre Incident**

- Ensures that the local crisis management plan is reviewed regularly and amended as required.
- Identifies and keeps current a list of all key stakeholders both company and non-company, to be contacted in the event of a crisis.
- Prepares and maintains crisis control centre as outlined in Appendix P.

**During a Crisis**

- Establishes a secure communications system for contact with the corporate crisis team.
- Ensures Chair is notified of a crisis or potential crisis.
- Acts as conduit for and gathers information for team.
- Gathers information following guidelines in Appendix G.
- Keeps the Chair closely apprised of all developments and information.
- Convenes meetings of the crisis management team as instructed by the Chair.
- Briefs CCMT members on developments not requiring a decision and, hence, relieves the team of the need for unnecessary meetings.
- Passes information and crisis team decisions to the local management team and maintains communications with them.
- Establishes secure communications.
- Ensures the proper handling and secure storage of material likely to be used as evidence by law enforcement agencies.
- Controls media access to employees and their families, particularly the families of any victims.

**COMMUNICATIONS COORDINATOR**

The communications coordinator is responsible for coordinating the following actions prior to and during a crisis situation.

**Pre Incident**

- Identifies resources inside and outside the company to monitor media and social media response on a regional and national basis.
- Prepares background material in advance of crisis in liaison with corporate crisis communications coordinator.
- Establishes a relationship with local media.
- Identifies qualified interpreters who could be used in the event of a crisis.

**During a Crisis**

- Instructs local office reception and employees to forward all media calls to assistant of the designated spokesperson.
- Ensures regional and national media and social media monitoring services are in place and activated as required and monitors website and email accounts for inquiries.
- In liaison with corporate crisis communications coordinator, drafts preliminary media materials (ie. statement, news release, backgrounder) for approval by the local Chair and corporate crisis team.
- In liaison with corporate crisis communications coordinator, drafts similar statement for release to employees for approval of the local Chair and corporate crisis team.

- Develops crisis communications strategy and delivers statements, core messages and other information approved by the CCMT to the media employees and other key stakeholders on the company's behalf.
- Briefs and prepares spokesperson(s) for media interviews and social media outreach.
- Analyzes and immediately forwards all news items to the local and corporate crisis team as they become available.
- Briefs employees on how to handle media and social media inquiries.
- Prepares media room.

### ***SPOKESPERSON***

The spokesperson is responsible for being the company's representative with the media and other key corporate stakeholders. As part of the crisis management team, the spokesperson might assist the communications coordinator in message development and preparation of communications materials. Any manager who would be called upon to be a spokesperson should receive communications skills training in advance of assuming spokesperson responsibilities.

### ***ADMINISTRATIVE SUPPORT***

Prior to a crisis incident, a pool of administrative support personnel should receive orientation training on the crisis control centre and their respective roles and responsibilities. During a crisis, provides administrative support to the crisis team members.

### ***HUMAN RESOURCES***

The human resources coordinator is responsible for coordinating the following actions prior to and during a crisis situation.

#### ***Pre Incident***

- Creates and stores confidential personnel records, including contact information and proof-of-life questions for all employees, especially those who are required to live, travel or work in hazardous environments.
- Maintains database of employee benefit and pension entitlements.

#### ***During a Crisis***

- Coordinates with grief counsellors to provide services as required.
- Establishes communications with family of victim(s).
- Provides briefings for the families of employees involved in a crisis.
- Provides assistance to families as necessary.
- Monitors overall employee morale and recommends appropriate communications.

## **APPENDIX F: SAMPLE CRISIS NOTIFICATION PROTOCOL**

### **Level One**

- On-duty employees trained to respond to this kind of emergency can handle the situation.

### **Level Two**

- Can be handled by employees who respond with help from their managers or fellow employees who have been called in before normal operations can resume.
- Corporate office shall be notified in the normal reporting process.

### **Level Three**

- Requires the help of off-duty or off-site people, outside vendors as well as local police, fire and/or EMS crews.
- Circumstances of the incident/issue are known outside the corporate office or operation.
- Media and/or other stakeholders are calling or inquiring about the incident.
- Corporate crisis management chair/coordinator must be notified immediately.

### **Level Four**

- Out of control and will impact an extended area and numerous people indefinitely. Normal business operations will be curtailed and employees diverted from routine duties until situation resolved. Local response agencies will be in charge. Federal and provincial/state response agencies may be called in to assist.
- Corporate crisis management chair/coordinator must be notified immediately.

### **Note**

The criteria for these categories are broad because what may seem to be a level one or two situation when it first occurs may escalate to a higher level.



## APPENDIX G: CRISIS FACT GATHERING SHEET

Name/Position: \_\_\_\_\_

Operation: \_\_\_\_\_

Date/Time: \_\_\_\_\_

Please provide as much information as possible from the list of questions below.

### DESCRIBE WHAT HAPPENED

- What happened?

\_\_\_\_\_  
\_\_\_\_\_

- Where did the incident occur?

\_\_\_\_\_

- How did the incident occur?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- When did the incident occur?

\_\_\_\_\_

- Does the incident present an immediate danger to human health or the environment?

\_\_\_\_\_

- How many employees and non-employees killed? \_\_\_\_\_

- Employees Injured? \_\_\_\_\_ Unaccounted for? \_\_\_\_\_

- Non-Employees Injured? \_\_\_\_\_ Unaccounted for? \_\_\_\_\_

- Seriousness of the injuries?

\_\_\_\_\_

- Have employees' families been notified? Yes \_\_\_ No \_\_\_ if yes, how:

\_\_\_\_\_

- Contractor/non-employee families notified? Yes \_\_\_ No \_\_\_ if yes, how:

\_\_\_\_\_

- What is being done to assist the employees' families?

---

---

- What have the rest of the employees been told to do?

---

**CURRENT STATUS**

- Who is the senior executive in charge?

---

- What emergency agencies have been contacted?

---

- Has there been any contact with local/provincial/federal government officials? If yes, whom?

---

---

- When will more details be available?

---

**BUSINESS DISRUPTION**

Extent of damage to facilities?

---

---

---

- Specific facilities and locations hardest hit?

---

- Potential for further damage?

---

- Have the facilities been secured?

---

- Additional facilities at risk?

---

- Has the operation been interrupted? Describe:

---

- Length of time before operation is 50%, 75% and fully restored  
50% \_\_\_\_\_ 75% \_\_\_\_\_ fully restored \_\_\_\_\_

**COMMUNITY/ENVIRONMENTAL IMPACT**

- Has the incident impacted outside our operation? \_\_\_\_\_
- If so describe:

\_\_\_\_\_  
\_\_\_\_\_

- Evacuation underway? (yes/no/not yet)

\_\_\_\_\_

- Who and how many people?

\_\_\_\_\_

- Has the accident area been secured from unauthorized access?

\_\_\_\_\_

- Extent of environmental damage?

\_\_\_\_\_  
\_\_\_\_\_

- Extent of community damage?

\_\_\_\_\_  
\_\_\_\_\_

- Insurance/Liability/Preliminary costs:

\_\_\_\_\_

**NEWS MEDIA/SOCIAL MEDIA**

- Media phone calls/emails (not yet/some/heavy)

\_\_\_\_\_

- How many reporters/television crews at site?

\_\_\_\_\_

- Which news organizations?

\_\_\_\_\_

- What information has been given out? By whom?

\_\_\_\_\_

- Who have the media contacted? (individuals, employees, contractors, etc.)

---

---

- Have there been any comments on social media?

---

**BACKGROUND INFORMATION**

- Suspected cause - if this was an accident?

---

- Have there been similar problems like this in the past?

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- Unexpected problems hampering the recovery work?

---

- What type of help is needed most for your organization?

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## APPENDIX H: SAMPLE CRISIS MANAGEMENT PROTOCOLS

### RELEASE CAUSING MAJOR ENVIRONMENTAL DAMAGE OR IMPACT ON COMMUNITIES ADJACENT TO OPERATIONS OR ALONG TRANSPORTATION ROUTES

This protocol is for use where accidents associated with operations and transport routes result in major actual or perceived environmental impact, loss of life or significant disruption to local communities.

#### LOCAL CRISIS MANAGEMENT TEAM ACTIONS

- Remove non-casualties to a safer location.
- Start a diary of events.
- Carry out any practical measures to contain or reduce the impact of the incident.
- Notify corporate crisis management team Chair or Coordinator and provide details of incident and assessment of potential impact through crisis fact gathering sheet.
- Identify and ensure first aid/medical treatment of casualties.
- **Do not divulge personal details of casualties until next of kin have been informed.**
- Appoint local spokesperson/monitor local media response.
- Alert Emergency Services and other government authorities.
- Set up a control centre with effective communications in a safe area.
- Communicate any health or safety concerns to the local communities affected by the situation.
- Prepare media statement in consultation with corporate crisis communications coordinator.
- Provide information line to assist families access information concerning the status of employees or contractors.
- Provide any practical measures to assist local populations affected by the incident.
- Provide support to government authorities, emergency organizations or relief agencies.
- Continually monitor and assess the development of the situation.
- Assess degree of damage and loss and extent of business interruption.
- Provide regular updates of situation to corporate crisis management team.

## **CORPORATE CRISIS MANAGEMENT TEAM ACTIONS**

- Chair apprises President/CEO of developments.
- Start a diary of events.
- Review affected operation's emergency plan.
- Consider immediate deployment of additional resources to the crisis team.
- Prepare media statement/contact key stakeholders.
- Seek to conduct a full investigation of the incident.
- Seek to minimize business interruption or interruption of supply to customers.
- Initiate recovery plan.

**MEDICAL EMERGENCY**

This procedure provides for assuring that appropriate and quality medical care is given in the event of illness.

**LOCAL MANAGEMENT TEAM ACTIONS**

- Either activate contract emergency medical service or alert them to possible requirement for action in near future. Do this *immediately*, even if decision has not yet been made.
- Start a diary of events.
- Immediately inform family and ensure all future dealings with the family are through Mining Inc., if possible.
- Confirm, from family of victim if necessary, all medical details of victim which may not be known to Mining Inc.
- Identify and evaluate possible emergency evacuation capabilities if effective treatment cannot be obtained locally.
- Check victim's personnel records for all available medical information.
- If appropriate, contact Canadian Embassy/Consulate doctor for advice on quality and competence of local medical facilities and staff and on alternatives, e.g., embassy doctor's own availability.
- If victim is already in the care of a doctor or hospital, contact to establish:
  - current status and prognosis of victim;
  - treatment given so far and contemplated;
  - whether there are any financial or other procedural difficulties;
  - if family been informed; and
  - doctor's contact details for the next 24 hours.

**CORPORATE CRISIS MANAGEMENT TEAM ACTIONS**

- The corporate crisis management team Chair to keep President and CEO apprised of developments.
- Obtain medical advice to allow informed decisions to be made.
- Ensure emergency local medical service is provided for expatriate employees.
- Consider obtaining and expediting special medication or medical equipment if not available in local area.
- Ensure emergency medical evacuation service is provided for expatriate employees.

**SUDDEN LOSS OF OFFICERS OF THE COMPANY**

This procedure details steps to be taken in the event of the sudden death or incapacity of one or more officers of the company through either natural or accidental causes.

**LOCAL CRISIS MANAGEMENT TEAM ACTIONS**

In the event of the sudden loss of an officer of the company at an operation remote from Mining Inc. head office, local management and the local crisis management team shall initiate the following procedure:

- Start a diary of events.
- Gather all pertinent facts.
- Contact the corporate crisis management team.
- **Do not release any information beyond the corporate crisis team until next of kin have been notified.**
- Monitor local media.
- Prepare a statement for the media in consultation with the corporate crisis team.
- Contact key local stakeholders.
- Ensure that arrangements are made to repatriate the remains.
- Prepare a written report of events and forward to corporate crisis management team.

**CORPORATE CRISIS MANAGEMENT ACTIONS**

- Gather all pertinent information.
- Notify the family of the victim supported by a family member or friend, clergy member (if appropriate), or a police officer if appropriate.
- Ensure that the immediate needs of the family are met.
- Notify the local crisis management team that the family has been notified (if the loss took place at a location under the jurisdiction of an operation remote from head office).
- Select a spokesperson.
- Prepare news release for the media.
- Notify key stakeholders.
- Release media statement and respond to queries.
- Ensure that arrangements have been made for the repatriation of the remains.



## **APPENDIX I: SUGGESTED PRELIMINARY MEDIA STATEMENT**

### **THIS IS WHAT WE CAN CONFIRM AT THE PRESENT TIME:**

At approximately **(time)** we experienced a **(brief description)** at our **(site)** at **(location)**.

At this point we cannot accurately tell you the extent of (the damage, injuries, etc.) other than to say that it has involved **(specific facilities - if known)** and **(number)** of people. Their names and conditions will not be disclosed until company officials have notified next of kin. Our first priority is the safety and well-being of our employees, contractors and our neighbours.

We hope to have this situation resolved as soon as possible and will keep the public advised of any important developments. We would ask members of the media to (gather at designated media room/or media will be advised through an advisory on our website or the wire network) so they can be briefed as soon as additional information is available and verified.

That is all we can confirm at the present time. I am sure you understand we are working to resolve this situation, and we request your patience. As soon as we have more information that has been confirmed, it will be disclosed to the public on our website (URL) .

Thank you very much.

---

Drafted by: \_\_\_\_\_  
Approved by: \_\_\_\_\_  
Date: \_\_\_\_\_  
Time: \_\_\_\_\_

## **APPENDIX J: COMMUNICATING WITH THE MEDIA: KEY MESSAGES**

The following is background information for the development of the preliminary media statement and for company spokespersons preparing for interviews with the media.

### **WHAT IS A KEY MESSAGE?**

- A key message is the **main point** you want to communicate when participating in a media interview.
- A key message is generally a statement of opinion or position. Examples:
  - We are working with the authorities to find out exactly how the incident occurred. I assure you that we will provide you with information as soon as it becomes available to us.
  - We are committed to ensuring the safety of our employees and the public in the communities and region(s) in which we operate. We are doing everything we can to address the situation and restore normal operations.

### **DEFINING YOUR KEY MESSAGE**

- Before participating in a media interview, always ask yourself:
  - What do I want the headline to say?
  - What do I want the reporter to remember when the interview is over?
- Two or three key messages are adequate for one interview topic. You want to be clear and concise. Too many messages will confuse people. Keep it simple and stay conversational.
- The three R's: review, revise and rehearse your messages.
- Use "bridges" to emphasize your key messages. Examples of bridges include:
  - "I think it is important to note ...",
  - "The point I want to make very clear is ...",
  - "What's really at the heart of the matter is ..."

For telephone interviews, keep a written copy of your key messages in front of you as a reminder. As a reference or worksheet, see the following page.

### KEY MESSAGE REFERENCE GUIDE

**Positioning Statement**

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**Key Message**

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**Fact**

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**Fact**

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**Key Message**

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**Fact**

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**Fact**

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**Key Message**

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## **COMMUNICATING WITH THE MEDIA: BEFORE THE INTERVIEW**

Even the most experienced media spokespersons must prepare for media interviews. The following are some guidelines to help you when the media calls.

### ***Find out what the reporter's interview focus is***

If you receive a request for a media interview, find out what information the reporter is seeking - see media/stakeholder telephone log sheet. In doing so, you will be better prepared for the interview and will be in position to provide the information the journalist needs to write the story.

### ***Provide reporters with background information***

Some reporters may have a preconception of the mining industry while others may not. In any situation, providing relevant background information, statistics, or third party references can offer a reporter a new perspective on the story.

Providing relevant background information is important because it supports your key messages and provides the individual with relevant, accurate information.

### ***Know your key messages***

Every news story has a focus, which is often decided by the reporter while conducting the interview. Consequently, it is important to ensure the reporter understands **your** main focus. Know your key messages - your two or three main points - and deliver them throughout the interview.

### ***Anticipate***

"Before each interview, think about the possible questions you could be asked, including the toughest questions you can think of. Then prepare responses.

### ***The Three R's: Review, Revise and Rehearse***

To hone key message points and prepare for an actual media interview, there is simply no substitute for practicing in a role-playing setting with a colleague or a professional media trainer.

## **COMMUNICATING WITH THE MEDIA: THE INTERVIEW, TIPS AND TECHNIQUES**

The following are some tips and techniques that you should review before participating in an interview or news conference.

### ***The first question***

The first question can set the tone for the entire interview. Sometimes the reporter will start off with an open-ended or confusing question. It is your job to provide some focus. This may involve giving more background or context before transitioning to a key message. It is suggested that spokespersons start with the prepared/approved statement.

### ***Be conversational***

An interview does not have to be a question and answer session. Think of it as a conversation, and you have an important story to tell. Engage the reporter in a conversation. This will provide more opportunity to communicate your key messages, rather than relying on the reporter's questions to draw them out.

### ***Environment***

Bright lights, microphones, recorders, notepads and ringing telephones can be distracting during an interview or news conference. Tune them out and stay composed. Think of the interview as a one-on-one conversation and focus on the interviewer's questions.

### ***Control***

Composure is crucial during an interview or news conference. Listen carefully to questions and think before giving an answer. Regardless of how the question is asked (aggressive, overly friendly, etc.), consider how you want your response to sound.

Always respond to challenges or accusations that may place you or the company in a negative light. Above all, treat each reporter the same: your responses should be forthright, thoughtful and composed.

### ***Acknowledge***

If everyone knows there's a problem, don't waste time denying it. This will simply serve to damage your credibility. It is far better to acknowledge mistakes and problems, and explain what the company is doing to better the situation. In a crisis situation, spokespersons should be responsive and demonstrate concern and commitment.

***Body language***

Body language is particularly important for television interviews, but also plays a role in any face-to-face interview. If you sit forward, make eye contact and speak naturally. If you cross your arms, avoid eye contact and swivel your chair, your lack of comfort will be noticed and may affect your credibility.

***Blocking and Bridging***

The most common mistake in interviews or at a news conference is becoming fixated by a question so you lose sight of your own key messages and become a passive responder. The most effective spokespeople listen to the bigger issue behind each question, and address that issue. This is done through the technique of “blocking and bridging.”

Blocking means deftly avoiding unwelcome or inappropriate questions. Bridging means making a smooth transition to a topic or message that is more relevant to the situation and/or that you want to emphasize. Blocking and bridging are accomplished by using connecting phrases such as:

- “I don’t have the answer at this time, but what I can tell you is ...”
- “I think it is important to note ...”
- “What the public really needs to know about this issue is...”

Blocking and bridging are particularly critical in crisis situations. The guideline here is: “Asked about a problem, talk about a solution.”

Finally, blocking and bridging help you repeat your message points. If you view every question as an opportunity to communicate pertinent information, you will be successful in conveying your key messages.

***COMMUNICATING WITH THE MEDIA: COMMON PITFALLS***

The following are some common pitfalls that you should take into account before participating in an interview or a news conference.

***No comment***

Some spokespeople use “no comment” whenever a tough question is asked. However, “no comment” tends to come across as evasive and as a tacit admission of guilt.

It is preferable to explain why you “don’t have the answer at this time” (don’t have background information at your fingertips, the matter is before the courts, proprietary or competitive information, etc.). After delivering this message, finish on a positive note by telling the reporter what you can say.

### ***Jargon***

This is of particular concern in fields like mining, where spokespersons use complex terminology on a daily basis. But remember to whom you are talking. The media are geared to the average citizen. Hence, talk in layman's terms.

### ***On/Off the record***

Put simply, there is no such thing as "off-the-record". It puts your credibility at stake. How would you view someone who speaks about an issue publicly and then offers different views off the record? How is a reporter likely to view you if you go off the record? The best, most honest strategy is to always be "on the record", before the interview begins, after it ends and everywhere in between.

### ***Fishing***

People sometimes say too much, and reporters know this. Spokespeople must be careful not to inadvertently give away confidential, sensitive or proprietary information. Occasionally, a reporter will go fishing for information during an interview. It's important to be honest with reporters, but don't give confidential information. Block and bridge to an appropriate answer.

### ***Repeating the negative***

In day-to-day conversation, it's completely natural for us to repeat part of a question that has been asked of us, or use the same descriptive terms. It's what many of us do while we think of an answer but it is not advisable during an interview.

### ***Speculation***

It is natural for reporters to think ahead, to attempt to determine the impact an event may have. As a result, they often ask questions about the future. "What will happen next? When will you have more information? How do you think the government/community feels about the safety around the mine?"

Even though you know your operation and may be able to make an educated guess on the future, you can't definitively answer these speculative questions any better than the reporter. The only thing you gain by engaging in speculation is the opportunity to be wrong...publicly. When asked to comment on the future, simply say: "It's difficult to speculate on what will happen tomorrow or next week. I can simply tell you what is happening now."

### ***Either/Or***

Some reporters may ask you yes/no, either/or questions. If you don't like the options given to you by the reporter, it's completely within your rights to identify and explain additional options. Newspapers may be black and white, but you are entitled to talk about the gray areas. Remember to block and bridge.

### ***He Said/She Said***

A reporter may attempt to create a disagreement between you and another party. There is no benefit to criticizing another party, it will simply make you look petty. Take the high road. Speak to your strengths and avoid mudslinging.

### ***Loaded Questions***

Reporters occasionally ask questions based on an incorrect premise. Correct the error immediately. If you allow a piece of misinformation to go by unchallenged, you are tacitly agreeing with it and it may show up in the reporter's story. Using the phrase, "Actually that's not quite accurate. Let me explain..." will alert the journalist to the error. Reporters place a premium on accuracy.

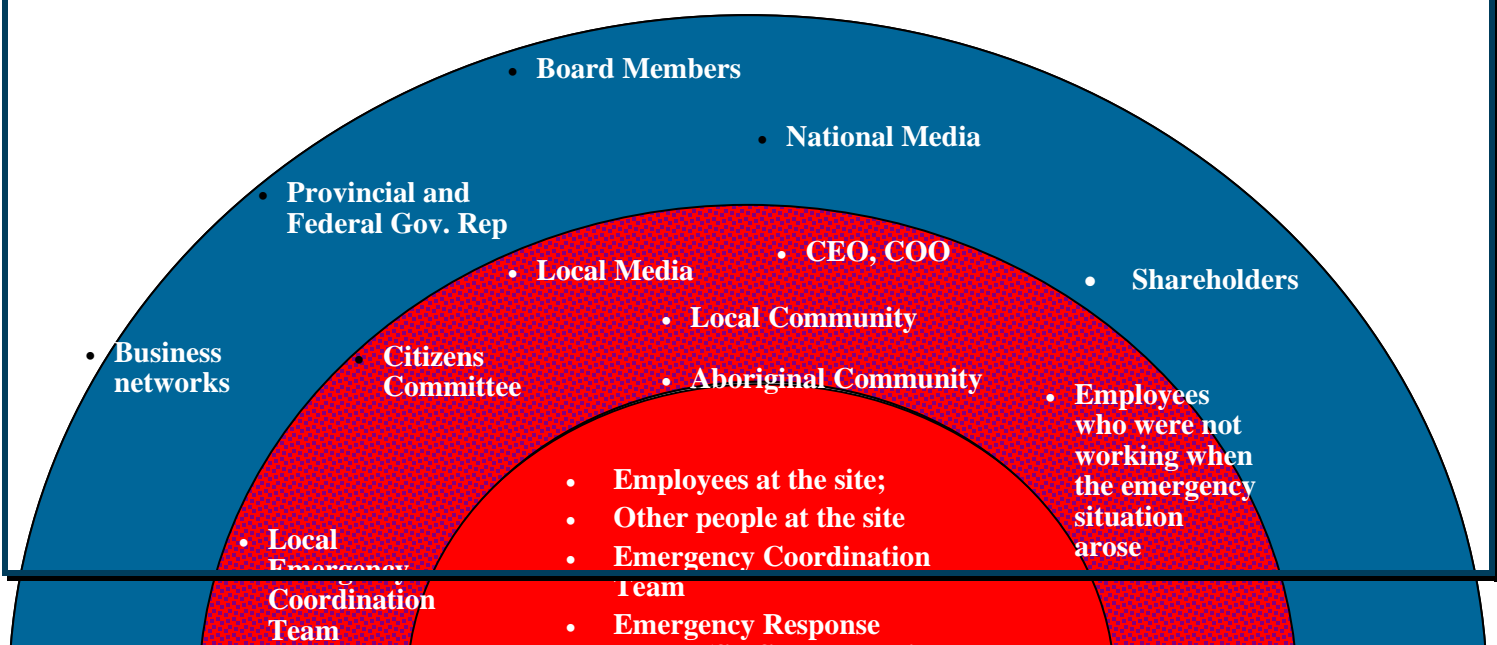
### ***Rapid Fire***

Occasionally, an aggressive reporter will blitz an interview subject with questions, firing them one after another, not allowing time to properly respond. You have the right to respond and to take a few seconds to consider your response. Don't get flustered or nervous. Think about the question and respond at a comfortable pace in a calm and appropriate manner.

### ***Silence***

When you have answered the question, don't keep talking to fill an awkward silence. Say what you need to say and stop.

## **APPENDIX K: SAMPLE STAKEHOLDER ORGANIZATION CHART**





**APPENDIX L: TELEPHONE MEDIA/STAKEHOLDER LOG SHEET**

*(Use this form to record each phone call from the news media and stakeholders)*

- Call Returned By:

\_\_\_\_\_

- Date: \_\_\_\_\_ Time: \_\_\_\_\_

- Name:

\_\_\_\_\_

- Organization:

\_\_\_\_\_

- Location:

\_\_\_\_\_

- Telephone Number/Email address:

\_\_\_\_\_

- Message:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- Other Information/Notes:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Telephone Media/Stakeholder Log Sheet Cont'd.**

**Follow up**

- Call Returned By:

\_\_\_\_\_

- Date: \_\_\_\_\_ Time: \_\_\_\_\_

- Notes on Interview:

Questions/Requests	Company's Response





## **APPENDIX M: BACKGROUND INFORMATION**

Some suggested background information for the media:

- A brief history of the company
- Corporate/operation profile
- Corporate mission statement
- Corporate Health, Safety, Environment and Community Policy
- Digital photos of operations (colour and black and white)
- Videos or stock footage
- Frequently asked questions
- Key industry contacts
- The safety and environmental record of the company and its operations
- Drawings, diagrams, maps, models of operations
- Latest corporate annual and Health, Safety, Environment and Community Reports
- Operations map

## **APPENDIX N: NEWS CONFERENCE CHECKLIST**

During a crisis, there are often so many other conflicting demands for attention that small details can be forgotten or overlooked. The following is a checklist for holding a news conference.

### ***News Conference Preliminaries***

- Check with the spokesperson to select the best time for the news conference.
- Notify media of time and locale of news conference.
- Compile a list of news media who have indicated that they will attend.
- Compile background information on the company and/or operation that may be of interest to the media.
- Assign someone to handle the physical arrangements of the news conference. Consider the following:
  - Do we need video services to record the event?
  - Do we need a junction box for TV and radio mikes?
  - Do we have enough chairs, tables, a podium and microphone?
- Prepare an opening statement and review it with the designated spokesperson.
- Review anticipated questions and answers with the designated spokesperson.
- Check all audio/visual equipment and transmission equipment (conference call/webcast) before the news conference.
- Place media log sheet in the conference room to obtain names and affiliations of attendees.
- Place all news information and handout material in the conference room, and on website including:
  - news release;
  - background information, such as fact sheets, backgrounders, biographical information, photos, etc; and
  - printed copies of the opening statement.

***During the News Conference***

- If news conference is on-site, escort the media to the conference room.
- Make sure media sign log sheet.
- Distribute information material.
- Have an assigned staff member open the conference and establish the ground rules.
- Monitor the questions and answers closely. Make any necessary clarifications before the end of the event.
- Arrange for the briefing to be recorded and prepare a verbatim transcript as soon as possible.

***After News Conference***

- Handle requests for follow-up information.
- Monitor the coverage received and contact any news media regarding errors in their reports, if appropriate.
- Provide feedback for spokesperson.

## **APPENDIX O: CRISIS PREPAREDNESS EVALUATION**

### ***Crisis Management Plan***

- Does your organization have a crisis management plan?
- When was the last time your corporate/local crisis plan was completely updated including all crisis response telephone numbers/email addresses, crisis team personnel, key stakeholders, etc.?
- When was the last time your corporate/operation performed a full inspection of the entire local crisis plan elements including physical site tours, crisis plan provisions and tested corporate/local crisis management team members for preparedness and accessibility?
- Has your corporate/operation engaged in any crisis simulation exercises or a full test of your local crisis management plan? When? Describe briefly.
- Rate on a scale of one to five, your corporate/operations level of readiness to fulfill its role mandated in the corporate plan (zero=poor / five= excellent).
- Does your corporate/local crisis plan include the necessary facilities, equipment, communications systems and trained personnel to be fully functional? If not, what's missing?
- When did you last activate your corporate/local crisis or emergency response plan? Under what circumstances and what were the results?
- What are the top three to five most likely occurrences that could trigger a crisis situation at your operation?
- Do you have a communications plan for crises that may occur off-site but are related to your operation (e.g., an accident involving the transportation of dangerous goods to or from your site)?
- What specialized emergency services (teams/skills) does your operation have (e.g., mine rescue team)?

### ***Notification***

- Describe your local management team's crisis/emergency communications system (e.g., 24-hour access, 1-800 number, pagers, cell phones, etc.)
- Is your local communications system capable of reaching:
  - Local/regional community
  - Canada-wide
  - North America
  - International

- Choose one of the following options to describe your operation's contact with local emergency response authorities:
  - Our emergency response plan is closely integrated with local emergency services, including joint emergency response exercises;
  - We have frequent contact with our emergency response authorities including Public Works and appropriate government and regulatory contacts;
  - We meet regularly or annually with senior members of our local emergency response authorities; and
  - We have no regular contact with local emergency response officials.
- Have you identified, prioritized and prepared a key stakeholder contact list?
- Have you met with officials of the local hospital or regional medical facilities that would provide services to your operation's personnel in the event of an emergency?
- How many incidents or potential crisis situations in the past 12 months involved the notification of outside emergency response authorities? Please describe.
- Please describe any unique situations or circumstances that would require extraordinary preparation or consideration in your crisis planning (e.g., earthquake, hurricanes, terrorist activity, etc.).
- Rate on a scale of one to five, your operation's resource preparedness (e.g. equipment, people, notification system, etc.) to manage such a circumstance (zero=poor / five=excellent).
- What is the procedure for managing incident reports? Are they stored locally, shared with appropriate local emergency services personnel, government officials/regulators, copied to the corporate office?

***Roles and Responsibilities***

- Rate on a scale of one to five, your level of understanding and agreement with the roles and responsibilities mandated in the corporate/local crisis management plan (zero=poor / five= excellent).
- Rate on a scale of zero to five, your understanding of the role and responsibilities of the local crisis team in the overall corporate communications plan as outlined in the corporate crisis plan (zero=poor / five= excellent).
- If you have any questions about your corporate/operation's role, please list the top three priority issues.

***Communications***

- Does your organization have a dedicated spokesperson? Alternates? How good are they at handling tough questions and tense situations? Relationships with local media?
- Have any or all of your operation's designated spokespeople received formal training in crisis management communications response techniques for use with the media and key stakeholders?
- Describe the facility you have identified or designated for media use in the event of a crisis?
- What background materials have been prepared in advance (e.g., backgrounders, fact sheets, FAQ, website)?
- Does the communications component of your corporate/local crisis plan include specific personnel assigned to manage the media on-site and monitor media and social media coverage of the crisis?
- Does the communications component of your corporate/local crisis plan include specific personnel assigned to communicate directly with local communities and those directly affected by the crisis?
- Describe your designated crisis command centre? When was it last inspected?
- What recommendations would you make to improve the crisis management plan?
- What would you consider to be the company's desired approach to handling a crisis situation?



## **APPENDIX P: CRISIS CONTROL CENTRE**

### **Physical Crisis Control Centre**

It is suggested that every company or large operation have a designated crisis control centre, preferably within the corporate office, but removed from the daily office operations, to gather and manage the crisis situation.

The centre is often established and managed by the corporate crisis coordinator. The following are key components and materials that could be part of the centre.

#### **Accommodation**

- Discreet conference room, capable of accommodating the required number of persons; access available without attracting the attention of non-participants.
- Small annex rooms for use in the briefing of a spokesperson and for conducting telephone conversations with media.
- Secure location adjacent to the conference room to house all necessary equipment, such as computers with internet access, printer/copier, and audio/visual technologies.

#### **Essential Documents**

- Crisis Management Plan.
- Contact lists of all possible participants.
- Roster of reliable and discreet secretarial and switchboard staff on call outside normal working hours.
- Roster of additional staff on call during and outside normal working hours.
- Operations' Emergency Response Plans.
- Maps of countries and regions in which company operates.
- Maps of area adjacent to operations.
- Operations' site plans.

#### **Communications Equipment**

- Printing and photocopying equipment available in a secure location in or adjacent to the conference room.

- Computers with e-mail and internet access.
- Television and radio.
- High resolution digital camera and video camera (for local operations). This can also include drones.
- Telephone communications including landlines, spare cell phones and charger and satellite phone, as appropriate
- Teleconferencing system with recording functionality.
- 2-way radios for crisis management team members and selected supporting staff, as appropriate. Keep in mind that 2-way radios are not secure communications tools.

### ***Ancillary Equipment***

- Notebooks, files, paper and supply of pens/pencils.
- Flipchart and markers.
- Screen, projector and whiteboard.
- Radio and recorder, and spare batteries.
- Clear polythene bags and rubber gloves for the safe handling of material evidence and subsequent forensic examination.

### ***Security Equipment***

- Secure cabinet in which to keep incident documents.
- Paper shredder.
- Technical sweeping capability.

### ***Access Control***

- Immediate but controlled access out of normal working hours.
- Immediate access to the switchboard out of normal working hours, and the availability of instructions for use.

## ***Virtual Crisis Control Centre***

In some cases, it may make more sense for a company to choose to implement a virtual crisis control centre (VCCC) rather than a physical one at the corporate level. This may be the case when a corporate crisis management team (CCMT) is decentralized or includes team members that are often away from the physical head office. In such circumstances, it is important to establish a VCCC that can connect team members from multiple locations and enable the CCMT to communicate, collaborate and coordinate an effective response. An important element of a VCCC is that it has the ability to ensure accurate information and updates are available to team members on as close to a real-time basis as possible and that a detailed record of events, actions and updates is able to be recorded for post-crisis review.

Key components of a virtual crisis room include:

- Contact information for CCMT members
- Mechanism to assign actions to team members and record follow-ups such as when the action has been completed
- Forum to facilitate communication between team members such as secure chat functions and central message logs
- Time-stamped log for documenting chronological events, actions and responses
- Repository for checklists, maps, press releases and other documents
- Notification system for CCMT members that could include push messaging through text, email and/or voice, and incorporates a request of receipt or require a response
- Internal and external contact directories

## **APPENDIX Q: SAMPLE LOCAL FACILITY MANAGER CRISIS COMMUNICATIONS CHECKLIST**

- ACTION 1:** Be responsive and proactive. Contact and engage with relevant public safety officials (police, medical, fire) appropriate to the incident type and level.
- ACTION 2:** Begin coordinating your safety incident plan, local emergency response or crisis response plan for your facility if the situation warrants.
- ACTION 3:** Internally notify your immediate leadership. Request resources as needed. Ask for additional internal alerts to be made on your behalf so that you can focus clearly on the situation at hand.
- ACTION 4:** Alert and confer with your key Communications Contact. If the situation, incident or crisis involves the likelihood of public impact or visibility and/or the need for company generated information about the situation to be conveyed publicly, your communications contact should be immediately contacted.
- ACTION 5:** Be sensitive to and assure proper notification of families of affected employee or contractors.
- ACTION 6:** Contact local government or regulatory agencies as appropriate to the situation.
- ACTION 7:** Assess impact, if any, on immediate neighbours or community. If key members of your community or neighbourhood should be alerted about this situation, do so.
- ACTION 8:** Manage media access. Acknowledge interest from news media, provide initial holding statement and promise that timely information needs will be addressed. Do not allow on-site access until the situation is brought under control and appropriate media relations actions are prepared.
- ACTION 9:** Ensure monitoring of social media. Assign or request support for social media monitoring of your community and elsewhere and confer with corporate social media protocol.
- ACTION 10:** Maintain and monitor internal and external communications needs until the immediate incident has subsided or concluded.

### **OVERVIEW FOR FACILITY MANAGER**

**Mining Company** has organized its crisis communications response plan around supporting you. This guidance and these resources are to help you successfully confront the challenges you may face locally when an unexpected incident occurs or a negative situation arises without warning.

This short guide is intended to outline the location leader's immediate steps in an emergency situation **from a communications perspective**. Every facility manager should already be familiar with appropriate procedures, processes and steps related to health and safety of employees, contractors and others who interact with the Company for business purposes. Follow those plans first and foremost but with communications in mind. Taken together, your response and the public's confidence in Company's actions will be enhanced by a combination of appropriate emergency action and communications capabilities.

As soon as a location leader is aware of the existence of an incident or emergency or a situation that may develop into a crisis, refer immediately to the Location Leader/Facility Manager Action Guide.

## **YOUR COMMUNICATIONS ACTIONS IN A CRISIS**

Further detail about each step contained in the Action Guide Checklist is reflected below. Due to time pressures in a fast-moving emergency, it is advised that the facility manager designate a direct report or other appropriate individual at the site to assist in carrying out these many-faceted responsibilities. Don't feel obligated to try to do everything yourself.

Be sure to update your local incident or emergency response plans from time to time and review the content of these plans with your local team. Importantly, for any pending absence, always seek to designate and inform someone who will be capable of carrying out any emergency responsibilities in the event you cannot. Vacations, business travel and other ordinary activities that would prevent you from personally acting in this capacity should be planned for well in advance so that the Company employees and assets at your facility are continuously protected in your absence. Be specific about who you designate to carry out this duty. Offer awareness and training opportunities as needed.

### **1) Be responsive and proactive.**

How you use time to engage and address initial aspects of an emergency can have a bearing on the outcome of an emergency and the perception of the company's responsiveness. It is the first responsibility of a location leader or facility manager to help protect people and property from potential harm. Relevant public safety contacts should be alerted immediately.

### **2) Begin coordinating your local incident plan, emergency response or crisis response plan for your facility if the situation warrants.**

To the extent possible, immediately re-familiarize yourself with any local incident plan or emergency response plan for your location. Activate it vigorously when a situation emerges and be certain that others on your team are ready to act in their respective roles.

**3) Internally notify your immediate leadership.**

Be certain that the individual who leads your organization is aware of the situation as soon as you can reasonably provide this information. Leave a message or ask someone on your team to continue to try to reach his or her leadership counterpart or designee if appropriate.

Once contact is made, this is your opportunity to discuss and request any and all resources you believe may be needed to successfully address the situation.

Don't try to contact everyone who may need to know yourself. If necessary, ask for additional internal alerts to be made on your behalf so that you can focus clearly on the situation at hand.

**4) Alert and confer with your key Corporate Communications Contact.**

If the situation, incident or crisis involves the likelihood of public impact or visibility and/or the need for Company-generated information about the situation to be conveyed publicly, you have a resource who is capable and designated to evaluate and respond to the circumstance. Know in advance who this individual is and be sure you have their 24/7 contact information available. Once reached, your key Communications Contact is your resource for helping assess and address the communications-related actions and components contained in this plan.

**5) Be sensitive to and assure proper notification of families of affected employee or contractors.**

In the event an incident, accident or crisis results in a serious injury or death to an employee, the names and other information about those injured or deceased may not be released until family members are informed or notified, either by public authorities or via your own involvement or a designated Company representative. Follow Company safety policies or procedures related to notification of next of kin. Generally, media should seek out and receive this type of information via public agencies (police, hospitals) responsible for these types of disclosures, not from the Company.

**6) Contact local government or regulatory agencies appropriate to the situation.**

An incident or crisis may necessitate information to be conveyed immediately to a regulatory authority or government agency, either locally or at the regional level. Familiarize yourself with these requirements for routine and/or emergency-scale incidents. Either make the notification yourself or designate an environmental manager or other appropriate designee to make this notification. Consult with your organization's legal counsel as needed.

**7) Assess impact, if any, on immediate neighbours or community.**

An incident or crisis may affect neighbours or the community. Be sure to consider what impact, if any, the situation may trigger locally. Your local community contacts – those who you ordinarily interact with for ongoing neighbour or community relations purposes -- may benefit from being alerted to the circumstance. Even if the scenario does not immediately

affect others nearby in a timely way, consider follow up with key community leaders as soon as appropriate. Hearing from you matters.

**8) Manage media access.**

In an emerging scenario, you must deal with the situation and risks at hand but also acknowledge interest from news media.

Provide an initial holding statement is one way to acknowledge that the media has information needs and that you intend to address those as soon as possible. This is a method of providing an initial response and serves as a promise that their information needs are justified but need to be put into the appropriate priority.

Do not allow on-site access until the situation is brought under control and appropriate media-relations actions are prepared. Your key communications contact will assist in addressing how to adequately and fairly coordinate media interests in the situation.

**9) Ensure monitoring of social media.**

As part of all emergencies or incidents, assign or request support related to social media needs. In consultation with Corporate Communications, a community relations or communications representative (spokespersons) for Company should ensure monitoring of social media as an ordinary part of their role and responsibility in the event of a crisis or emerging issue.

**10) Maintain and monitor internal and external communications needs until the immediate incident has subsided or concluded.**

Knowing and assessing how an incident is being covered by the media is essential to comprehending whether information needs are being met and factually reported to the extent possible. Your communications contact should be in a position to monitor media, be responsive, adjust and respond to news coverage from a Company perspective as the event transpires or concludes.

## **APPENDIX S: GUIDELINES FOR SOCIAL MEDIA CRISIS COMMUNICATIONS**

- If not already done, a corporate social media protocol should be established and communicated within corporate and operations.
- Include social media monitoring as part of all crisis preparedness and incident management actions. Local operations should consult with Corporate Communications or Public Affairs for support and guidance related to monitoring and engagement in social media.
- Designee who monitors media and social media should immediately seek to establish where and how the emerging crisis will most likely be referenced (i.e. local news site and facility or location names).
- As part of the crisis preparedness planning, determine appropriate online monitoring tools and platforms as well as alternatives to ensure comprehensive monitoring both at the corporate and local operational level. If needed, involve Corporate Communications or Public Affairs support in the monitoring process and providing timely reports at requested intervals (hourly, twice daily, etc.).
- During the crisis, monitor key stakeholder communication channels for potential awareness of incident. Develop base responses to online or emailed questions for customizing to inquiries as needed.
- Ensure a proper protocol that protects the company and is appropriate for online dialogue and ensure there is liaison with corporate spokesperson or designate to ensure consistency. Link to corporate protocol on social media.
- Use authentic voice and attribute comments to an identified individual. Style should be conversational and informal.
- Develop consistent, very short messages for use across all platforms.
- If engaging in a two-way dialogue, be corrective where helpful in cases of misinformation, but avoid being perceived as critical of public dialogue occurring.
- When responding to queries from the public via social media, respond as efficiently as possible with known facts and company actions. This could be an opportunity to link to statements and background information the company has distributed to media and stakeholders.
- Where appropriate, provide video and/or photos to support commentary.



- Build social media response into overall communications response, integrating and repeating use of statements to assure consistency and widespread dispersion of key messages.
- Continue to monitor and engage in online dialogue until, and for a period of time after, the incident subsides or declines in attention.