

Crisis Management Improvement Plan

Tacora is currently working towards achieving compliance of the Crisis Management Protocol for Corporate Indicators 1, 2, and 3, and Facility Indicators 1, 2, and 3. Tacora's goal is to achieve compliance for all indicators in 2025. To address these gaps, Tacora's has outlined specific actions in Tables 1, 2, 3, 4, 5 and 6 below.

Table 1 Indicator 1 – Corporate - Crisis Management and Communications Preparedness

Level	Requirement Description	Achieved? (Y/N)	Action Plan	Schedule
Indicator 1 Corporate	1. Has the CEO endorsed and demonstrated support for crisis management and communications planning?	N	To demonstrate the endorsement of crisis management planning, Tacora's CEO will publish a commitment to support crisis management and communications planning in 2025.	Q1 2025
	2. Have credible threats and risks to the company been identified?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will asses' credible threats and risks.	Q4 2025
	a. Have protocols been established to address identified threats and risks?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will	Q4 2025

			establish a protocol to address identified threats and risks.	
Indicator 1 Corporate	b. Has the corporate office reviewed threats and risks identified by facilities and reflected these in corporate planning where relevant?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. Any threats identified by the facility will therefore be reviewed by the corporation.	Q4 2025
	3. Has a Corporate Crisis Management Team been established, with defined roles and responsibilities?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include defined roles and responsibilities.	Q4 2025
	4. Is there a notification mechanism in place to activate the Corporate Crisis Management Team in the event of a crisis?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will	Q4 2025

			include a notification mechanism.	
Indicator 1 Corporate	5. Has a media spokesperson been assigned and trained, or do they demonstrate equivalent qualifications and competencies?	Y	N/A	N/A
	6. Has key media and stakeholder contact information been prepared and is a system in place for tracking engagement with media and stakeholders?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This will include a key stakeholders list.	Q4 2025
	7. Has a Corporate Crisis Management and Communications Plan been developed and is it a controlled document?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will be a controlled document.	Q4 2025
	8. Have all Corporate Crisis Management Team members received the Corporate Crisis Management and Communications Plan and key contact information?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in	Q4 2025

			2025 to update the Emergency Response Plan to incorporate crisis management and it will be distributed to relevant personnel.	
Indicator 1 Corporate	9. Has a physical, virtual, or hybrid crisis control centre been established and equipped?	N	In 2025 a physical, virtual, or hybrid crisis control centre will be selected, established, and equipped.	Q4 2025
	10. Have communications mechanisms been established to alert employees to a crisis and to provide updates?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include mechanisms to alert employees.	Q1 2025

Table 2 Indicator 2 – Corporate Crisis Management and Communications Preparedness

Level	Requirement Description	Achieved? (Y/N)	Action Plan	Schedule
Indicator 2 Corporate	1. Is the Corporate Crisis Management and Communications Plan regularly reviewed and updated:			
	a. when there is a change of personnel of those associated with implementation of the plan?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has	Q4 2025

			allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. The Plan will be a controlled document that will be updated where there is a change in personnel.	
Indicator 2 Corporate	b. when there is a change in business (e.g., a new mine)? AND/OR	N	The Emergency Response Plan will be a controlled document that is regularly updated.	Q4 2025
	c. At least every two years?	N	The Emergency Response Plan will be a controlled document that is regularly updated.	Q4 2025
	2. Is the mechanism to notify the crisis management team tested at least twice per year?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include a notification testing twice per year.	Q4 2025
	3. Is key media and stakeholder contact information reviewed or updated at least every two years?	N	The Emergency Response Plan will include the key media and stakeholder contact information and will be regularly updated.	Q4 2025
	4. Are mechanisms to alert employees to a crisis and provide updates tested at least once per year?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include a notification mechanism to alert employees to a crisis that is tested once per year.	Q4 2025
	5. Do processes exist to ensure that new Corporate	N	The Tacora Emergency Response Team has allocated	Q4 2025

	Crisis Management Team members are familiarized with the Corporate Crisis Management and Communications Plan within two months of joining the team?		resources in 2025 to update the Emergency Response Plan to outline processes to familiarize new employees with relevant information.	
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Table 3 Indicator 3 – Corporate – Facility

Level	Requirement Description	Achieved? (Y/N)	Action Plan	Schedule
Indicator 3	1. Are “tabletop” crisis simulation exercises conducted annually at the corporate office?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. The plan will require annual crisis simulations.	Q4 2025

Table 4 Indicator 1 – Facility – Crisis Management and Communications

Level	Requirement Description	Achieved? (Y/N)	Action Plan	Schedule
Indicator 1 Facility	1. Have credible threats and risks been identified?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will assess credible threats and risks.	Q4 2025
	a. Have protocols been established to address identified threats and risks?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will establish a	Q4 2025

			protocol to address threats and risks.	
Indicator 1 Facility	b. Has the facility communicated identified threats and risks to the corporate office?	N	The Emergency Response Plan will be communicated to staff.	Q4 2025
	2. Has a Facility Crisis Management Team been established, with defined roles and responsibilities?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management that will define the crisis management team.	Q1 2025
	3. Is there a notification mechanism in place to activate the Facility Crisis Management Team in the event of a crisis?	N	Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management and include a notification mechanism.	Q4 2025
	4. Has a media spokesperson been assigned and trained, or do they demonstrate equivalent qualifications and competencies?	Y	N/A	N/A
	5. Has key media and stakeholder contact information been prepared and is a system	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to	Q1 2025

	in place for tracking engagement with media and stakeholders?		incorporate crisis management. This will include a key stakeholders list.	
Indicator 1 Facility	6. Has a Facility Crisis Management and Communications Plan been developed and is it a controlled document?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will be a controlled document.	Q1 2025
	7. Have all Facility Crisis Management Team members received the Facility Crisis Management and Communications Plan and key contact information?	N	Once complete, the Emergency Response Plan will be distributed to relevant personnel.	Q4 2025
	8. Has a physical, virtual, or hybrid crisis control centre been established and equipped?	N	In 2025 a physical, virtual, or hybrid crisis control centre will be selected, established, and equipped.	Q4 2025
	9. Have mechanisms been established to alert employees to a crisis and to provide updates?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include mechanisms to alert employees.	Q1 2025
	10. Have relevant communities of interest had the opportunity to engage on the Facility Crisis Management Plan?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. Engagement with local communities will be completed to develop the plan.	Q1 2025

Indicator 1	11. Do annual meetings take place with senior members of the local emergency response authorities (where they exist)?	Y	N/A	N/A
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Table 5 Indicator 2 – Facility – Review

Level	Requirement Description	Achieved? (Y/N)	Action Plan	Schedule
Indicator 2 Facility	1. Is the Local Crisis Management and Communications Plan regularly reviewed and updated when there is:			
	a. a change of personnel of those associated with implementation of the plan?	N	The Emergency Response Plan will be a controlled document that is regularly updated.	Q4 2025
	b. When there is a change in business (e.g., a mine expansion)? AND/OR	N	The Emergency Response Plan will be a controlled document that is regularly updated.	Q4 2025
	c. At least every two years?	N	The Emergency Response Plan will be a controlled document that is regularly updated.	Q4 2025
	2. Is the mechanism to notify the Facility Crisis Management Team tested at least twice per year?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan and include a notification testing twice per year.	Q3 2025
	3. Is key media and stakeholder contact information reviewed or updated at least every two years?	N	The updated Emergency Response Plan will include the key media and stakeholder contact information and will be regularly updated.	Q4 2025

Indicator 2 Facility	4. Are mechanisms to alert employees to a crisis and its developments tested at least once per year?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan and will include a notification mechanism to alert employees to a crisis that is tested once per year.	Q3 2025
	5. Is the facility's plan shared with the corporate office?	N/A	N/A	N/A
	6. Do processes exist to ensure that new crisis team members are familiarized with the plan within two months of joining the team?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan that outlines processes to familiarize new employees with relevant information.	Q4 2025

Table 6 Indicator 3 – Training

Level	Requirement Description	Achieved ? (Y/N)	Action Plan	Schedule
Indicator 3	1. Are “tabletop” crisis simulation exercises conducted annually at the facility?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan and. The plan will require annual crisis simulations.	Q4 2025
	2. Is a full crisis simulation conducted every three years?	N	The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan. The plan will require full simulations every three years.	Q4 2025