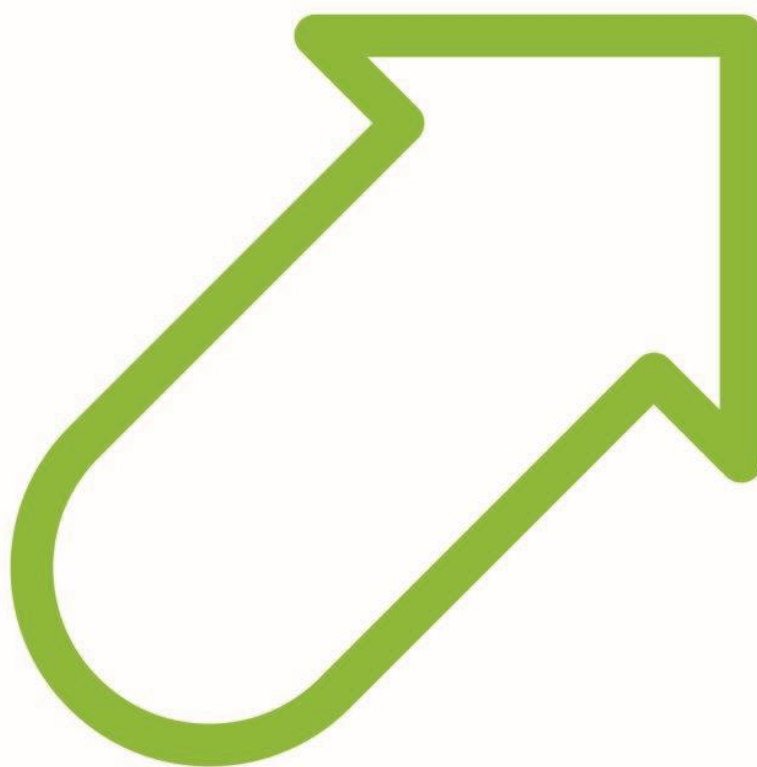


# CRISIS COMMUNICATION PLAN

DIGIPLEX



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## 1 Introduction

The requirement for rapid, accurate and frequent information to and from select sources and stakeholders is greater than ever during any crisis situation. Handling a crisis properly and efficiently demands thorough preparation work and a well-thought out communication strategy. Experience from past events and research in this field shows that communication issues comprise up to 70 or 80 percent of an emergency management team's activities during an emergency.

This plan provides an overall picture of what is required by SLT and Crisis Communications Team involved in internal and external communication during an emergency and of the importance of information-related activities in the overall context of emergency and crisis management.

### 1.1 Purpose and Scope

This crisis communication plan is intended to guide the crisis communication management team what to say and what to do and offer recommendations as to how we handle and coordinate PR work in a crisis situation. It provides advice and recommendations on how to structure information activities, and on how to communicate before, during and after a crisis.

### 1.2 Intended Readership

The plan is for the SLT and Crisis Communications Team who will be responsible for supplying and sharing information during a crisis.

### 1.3 Review

Twice a year, this plan will be updated to ensure that information such as Contacts Details remain current.

## 2 Crisis Communications

### 2.1 General

Crisis communication can be defined as the exchange of information that occurs within and between the company, customers, authorities, organisations, media and interested individuals and groups, before, during and after a crisis.

External perceptions about a crisis among key audiences will depend entirely on what they hear, see, and read about it. As soon as a crisis situation begins to develop, the worst possible scenario should be considered, and action taken accordingly to address and solve the issue prior to it becoming a crisis. DigiPlex must take the initiative by rapidly establishing itself as the single authoritative source of information about what has gone wrong and what steps it is taking to remedy the situation.

There are three important dimensions during a crisis:

- The actual crisis
- The way customers, authorities and organisations and media handle the crisis
- The crisis image/result, brand impact.

The biggest problems often arise not from the actual emergency, but from poor preparation, difficulties in improvising and being flexible, incomplete knowledge of what has happened, players, problems in understanding new roles and functions, etc.

## 2.2 The Role of the Media

In a crisis the need for information develops very quickly. Analysing myths, rumours and decisions, and debunking and steering the media narrative, –everything must be done simultaneously.

It is crucial that the crisis communications team steer the narrative in all channels through-out the crisis. Since our company is known in both Nordic and International media, should news on even a potential issue reach journalist it is imperative that we take and maintain control over the messaging. The image that various interested parties have of a crisis is created, to a very large extent, by the media. The media decide whether they want to cover the crisis, how they are going to describe it and in what forms different decisions and activities are to be presented. But we have the option to serve the media with facts and have the right to correct should our facts be incorrectly reported. A good working relationship with media pays off in times of crisis.

**A word of advice:** Treat all media representatives as they were your clients.

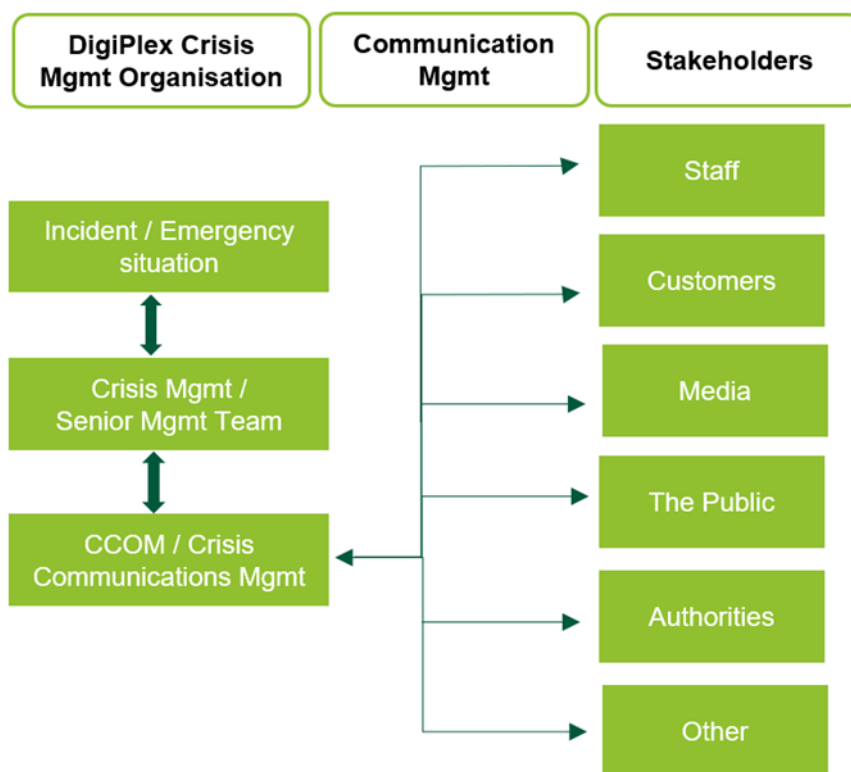
## 2.3 Approach to Crisis Communication

Successful crisis communication is based on the premise that there is a professionally run information operation already in place.

Effective management of communications is as vital as effective management of the crisis itself. As soon as a crisis situation is identified, or an event takes place which could develop into a

major disaster the communications plan must be invoked. Monitoring international news through the Internet or social media is imperative. The figure below illustrates some of the communications links that will need to be established.

- [Link to DigiPlex Major Incident Plan](#)
- [Link to DigiPlex Incident Management](#)
- [Link to DigiPlex Business Continuity and Crisis Management Manual](#)



DigiPlex's communication with different interested parties must be from the recipient's angle. It is their requirements, expectations, specific situation and media habits that collectively determine the information that should be sent.

The recipients rate the organisation's credibility based on four fundamental dimensions:

- Degree of openness and honesty
- DigiPlex's competence
- The fairness of its actions
- The empathy displayed

## 3 Characteristics of a Crisis

Understanding the pattern of a crisis can help us anticipate problems and respond effectively. For CCOM, and the organisation as a whole, it's vital to know that every emergency, disaster, or crisis evolves in phases and that the communication must evolve along with it.

### 3.1 Crisis Phases

By dividing the crisis into the following phases, we can anticipate the information needs of the media, customers and other stakeholders. Each phase has its own unique informational requirements. Opportunity to prevent a crisis if issue is solved.

**Only of many other processes fail, the crisis might be imminent.**

For communication purposes, the phases of an emergency, disaster, or crisis include:

- Pre-crisis
- Initial
- Maintenance
- Resolution
- Evaluation

The movement through each of the phases will vary according to the triggering event. Not all crises are created equally. The degree or intensity and length of a crisis will impact required resources and manpower.

#### 3.1.1 Pre-crisis Phase

DigiPlex' communication objectives during the pre-crisis phase:

- Be prepared
- Foster alliances with customers, contractors, media and other depending on crisis.
- Use the prepared crisis comms manual
- Test messages

This is where all the planning and most of the work should be done. This plan is primarily part of the pre-crisis phase, but obviously runs along with all the other phases too. In it, we have predicted the types of disasters that our organization is likely to encounter. Reasonable questions are anticipated, and preliminary answers are found. Spokespersons and resources, and resource mechanisms, have been identified. Training and refinements of plans and messages will be made and will take place on a continuous basis. Alliances and partnerships should be fostered to ensure that DigiPlex' experts are speaking with one voice.

### 3.1.2 Initial phase (acute phase) – Needs speedy conclusion to be effective

The initial phase of a crisis could be characterized by unclear information and perhaps intense media interest. DigiPlex CCOM's role is to quickly gather the facts of the situation, and determine appropriate response, activities and actions going forward.

There is no second chance to get it right in the initial phase of a crisis. DigiPlex' entire reputation might be on the line, based on what we say and what we don't say; based on when, how and where we say it or even who says it.

Communication objectives during the initial phase:

- Activate CCOM and decide courses of action (including how/where/when to get more information).
- If true - acknowledge event.
- Establish spokesperson.
- Establish specific media monitoring and Alerts.
- Quickly communicate externally and internally a general comment/holding statement until more details are known.
- Actively correct incorrect fact published in media.
- Continued communication to stakeholders. Simplicity, credibility, verifiability, consistency, and speed is crucial in the initial phases of a crisis.
- Maintain a sense of calmness throughout, not to add fire to the situation.

To limit stakeholder uncertainty/anxiety, communicate how the organization is investigating the event and when more information will be available. This demonstrates that our organization is addressing the issues head-on and that our approach is reasonable, caring, and timely.

Pressure to release information prematurely can be intense. Remember, DigiPlex CCOM must approve all information before release to the media and any other party.

In the initial phase of a crisis, the stakeholders want information timely and accurate about what happened and what is being done. They will question the magnitude of the crisis, the immediacy of the threat to them (or in the case of the media: to other stakeholders), the duration of the threat and who is going to fix the problem. CCOM should be prepared to answer these questions as quickly, accurately, and extensively as possible.

### 3.1.3 Crisis Maintenance

Communication objectives during the crisis maintenance phase:

- Help the stakeholders more accurately understand the problem and their own possible risks.



- Provide background and encompassing information to those who need it (How could this happen? Has this happened before? How can we keep this from happening again? Will we be all right in the long term? Will the situation revert to normal – when does DigiPlex see this happening?).
- Gain understanding and support for response and recovery plans.
- Listen to stakeholder feedback and quickly correct misinformation.
- Explain crisis recommendations.
- Empower risk/benefit decision-making.
- Continued media monitoring and possible corrections.

Staying on top of the information flow and maintaining tight coordination is essential. Processes for tracking communication activities become increasingly important as the workload increases. DigiPlex CCOM will handle this by the help of continuous media monitoring – both manually and automatically, and by direct and two-way communication with the stakeholders.

The crisis maintenance phase includes an ongoing assessment of the event and allocation of resources.

#### 3.1.4 Resolution

Communication objectives for the resolution phase:

- Honestly examine problems and mishaps and then reinforce what worked in the recovery and response efforts.
- Persuade the DigiPlex stakeholders to support our strategy and actions towards solving the situation/problem(s).
- Continued media monitoring for some time – the story might resurface in external outlets – and needs new attention to meet and resolve.

Once the crisis is resolved, DigiPlex may need to respond to intense media scrutiny about how the event was handled. We may have an opportunity to reinforce our messages and state our core values while the issue is still current. Information on company website, sales pitches, HR-instructions, and the message house and communication content might have to be revised to reflect learnings from the crisis.

#### 3.1.5 Evaluation

When the crisis is over, we will evaluate our communication plan performance, document lessons learned, and determine specific actions to improve the DigiPlex crisis systems and this very plan.

## 3.2 Types of Crisis

### 3.2.1 Sudden

Many crisis events are sudden and unexpected with impacts likely to include death or serious injury, loss of property, customer incident of some kind, interference with normal operations, loss of company reputation or legal proceedings. Nearly all crises will fall into one of the pre-defined crisis categories:

General Heading	Examples
<b>Major incident</b> leading to loss of life, serious injury and /or loss or damage to property or information affecting premises or business operations.	<ul style="list-style-type: none"> <li>• Accident involving staff, contractors. sub-contractors or members of the public.</li> <li>• Natural disaster (e.g. flood, fire, storm, earthquake, pandemic, EMP).</li> <li>• Explosion/fire.</li> <li>• Fire suppression system going off with or without actual fire.</li> <li>• Loss, serious damage or non-availability of cooling, power.</li> <li>• Total power outage.</li> <li>• Serious breach of security.</li> <li>• Serious environmental pollution.</li> </ul>
<b>Hostile action</b> directed against the organisation or affecting business activities.	<ul style="list-style-type: none"> <li>• Terrorism.</li> <li>• National/international crisis (war, economic blockade).</li> <li>• Sabotage.</li> <li>• Pressure group activities.</li> <li>• Organised hostile press campaign.</li> </ul>
<b>Financial</b> affecting the business plan or viability of the company.	<ul style="list-style-type: none"> <li>• Loss of investor, analyst or banking confidence.</li> <li>• Loss of a major/high profile contract.</li> <li>• Failure to win a key bid target.</li> <li>• Failure/default in key contract.</li> </ul>
<b>Human resources.</b>	<ul style="list-style-type: none"> <li>• Loss of key staff (death, resignation, move to a competitor).</li> <li>• Leaks of confidential information.</li> <li>• Allegations of sexual harassment, race relations incident etc.</li> <li>• Negative social media campaign.</li> </ul>

<b>Legal /compliance.</b>	<ul style="list-style-type: none"> <li>• Criminal activity by employees (alleged or proven).</li> <li>• Serious malpractice, gross misconduct or unethical activity by senior employees (alleged or proven).</li> <li>• Legal action against company or Directors.</li> <li>• Disputes with external suppliers/contacts.</li> <li>• Fraud Withdrawal of insurance cover.</li> </ul>
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### 3.2.2 Possible Scenarios

<b>General Heading</b>	<b>Explanation</b>
<b>Power outage</b>	Power outage may happen in all our data centres across Norway, Sweden and Denmark, as a result of many circumstances. The most probable point of failure is malfunction in the public power network and/or supply, as a result of various factors. At our data centres, we have backup systems in the shape of diesel-powered aggregates, but they might also malfunction, leaving our data centres powerless. This would affect our clients, our reputation, personnel and business. We could be liable for damages.
<b>Fire</b>	Clients operations might be affected. The human aspects of a fire are handled underneath the Accident scenario below. But a fire may also hurt our and our clients' physical equipment, staff, buildings and other material values, and hence pose a threat to our business and reputation. We might also experience another crisis situation which the fire department when they arrive, as they would most likely cut of the power to the facilities since they apply water to the flames. This would also affect our customer's servers. We could be liable for damages.
<b>Fire suppression system going off</b>	Should the fire suppression system go off without there being an actual fire, our client's hard ware may be damaged by the high pitch noise from the argon entering the room, and the client's operations might be affected. We could be liable for damages.
<b>Loss of cooling</b>	Technical failures leading to cooling system malfunctioning in the data centre/server room could lead to server overheating. We could be liable for damages.

<b>Accident with personal injury or even death</b>	<p>The fire suppression system goes off (without a real fire) with persons (own, customer or contractor) in the server room. Oxygen level similar to high-altitudes.</p> <ul style="list-style-type: none"> <li>• Electric shock</li> <li>• Other injuries</li> </ul>
<b>Diesel /oil spill</b>	Diesel oil, or any other toxic material spilt on site or into the surrounding environment.
<b>Forest fire</b>	<p>Our Fetsund (NO) data centre is surrounded by woods, and a forest fire spreading rapidly might pose a physical treat to our ability to do business as usual. Power might be cut off by the authorities during an emergency state, and fire might destroy building and hardware.</p> <p>We might also experience another crisis situation which the fire department when they arrive, as they would most likely cut of the power to the facilities since they apply water to the flames. This would also affect our customer's servers. We could be liable for damages.</p>
<b>Electro-magnetic Pulse (EMP)</b>	<p>EMP = Electro Magnetic Pulse, may occur in the form of a radiated electric or magnetic field or conducted electrical current depending on the source and may be natural or man-made. EMP interference is generally damaging to electronic equipment, and at higher energy levels a powerful EMP event can damage physical objects, including our data centres. The damaging effects of high-energy EMP have been used to create <b>EMP weapons</b>. These are typically divided into nuclear and non-nuclear devices.</p> <p>This leaves us with two EMP scenarios: Natural or man-made. EMP in general is probably one of the scenarios least likely to happen. But if it does, it will potentially have totally devastating consequences. However, in the case of a <b>natural EMP</b>, DigiPlex will hardly be held responsible, as there is not much one can do to avoid it. Legally, it falls under the "Force Majeure" clause, and defined as a state of emergency. In the event of a <b>man-made EMP</b>, carried out by someone with a weapon, there will be questions as to if and how we were protected against this. Clients may choose to install EMP-defence.</p>
<b>Sabotage attack on our Customers</b>	Clients operations might be affected. Questions might arise whether DigiPlex was lacking in security or prevention measures.

<b>Loss of staff and key skills</b>	Operations and customers might be affected. Questions might arise whether DigiPlex was lacking in security or prevention measures.
<b>Security breach</b>	Cybercrime is a significant external threat. Systems for administrative control are all software based, hence at risk from hackers, viruses and etc. Physical security is high 24/7 with both CCTV and security personnel, however the risk of unauthorized personnel managing to enter the premises should not be ignored.
<b>Litigation</b>	<p>Litigation/business disputes occur hundreds of times each day in the Nordics and globally.</p> <p>The subjects range from wrongful termination, theft of trade secrets, patent infringement, whistle-blower lawsuits, tortious interference, negligence, to restraint of free trade. They are filed in official courts. Plaintiffs and defendants come from companies of all shapes and sizes; from small businesses to the nation's largest corporations. They all have one thing in common: one side pitted against the other in a dispute that is not easily settled.</p> <p>In the majority of cases, complaints are public for anyone to view either online or by access to court services. While civil litigation does not garner as much attention as criminal cases, DigiPlex CCOM needs to be particularly aware of the consequences that may occur.</p> <p>One of the most frequent cases involves what can be classified as "ambush litigation. «Take, for example, the case of an executive who is forced out of our company because he has become aware of improprieties between a company's chief executive officer and an administrative assistant.</p> <p>The dismissed executive hires a highly-regarded lawyer and prepares a civil complaint for wrongful termination. As part of a deliberate strategy, the plaintiff's lawyer retains a public relations firm with solid business media relationships. As soon as the lawsuit is filed, the lawyer tips off a journalist. Just to make things easy for the reporter, the lawyer firm emails a copy of the complaint minutes after it is filed. The next thing that happens is the company's CEO, Communication director or anyone else at C level gets a call to comment on a story that is about to be posted online. Another strategy is to prepare a complaint and develop an accompanying press release to be distributed electronically moments after the lawsuit is filed. A favourite tactic in the Nordic region is to pay (or earn) distribution through the NTB, ANB, TT</p>

	or Ritzau networks. This ensures that the story is placed into every possible electronic database and is to be found whenever someone searches for information regarding DigiPlex.
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### 3.3 Stakeholder Interests

Identifying key stakeholders in a crisis is critical to successful crisis management. Key stakeholders and their interests can be achieved by asking the following questions:

- Who are the main parties involved?
- What parties feel that they would like to be involved?
- What parties are identified as not having to be involved?
- What parties are we required to involve?
- How are they likely to be affected by the crisis?
- What are their prime objectives likely to be?
- What roles are the leaders of the involved parties going to play in the crisis?

The table below identifies the main stakeholders in a crisis and their likely interests. Note that the actions of stakeholders may not be rational and may be significantly modified by a media campaign aimed at assigning blame rather than determining the facts.

Stakeholder	Stakeholder Interest	Generic Guidance on Interface in Crisis
<b>Victim of physical injury</b>	<ul style="list-style-type: none"> <li>• Injured to be cared for quickly and effectively.</li> <li>• To be treated with dignity and understanding.</li> <li>• In longer term, possible compensation.</li> </ul>	<p>Victims who are hurt are likely be under the initial care of the emergency services but will require pastoral care. They will have a strong need to understand what has happened, and legitimately require information regarding the incident and on sources of support.</p> <p>Subsequent claims for compensation may trigger a further crisis and will need to be handled sensitively.</p>
<b>Relatives /colleagues to Victim of physical injury</b>	<ul style="list-style-type: none"> <li>• To be given the facts and as much explanation as possible.</li> </ul>	<p>The circle of friends and relatives of each victim is typically 15 persons. Provide information rapidly, in a form that they can assimilate and exercise the utmost kindness, sensitivity and discretion – always in person.</p>

	<ul style="list-style-type: none"> <li>• Material assistance in short term.</li> <li>• In longer term, possible compensation.</li> </ul>	<p>Offer help in overcoming the many difficulties likely to confront the victim and family, including the names and addresses of associations known for providing assistance.</p> <p>Never release names of victim to the media before informing members of immediate family / police. Always refer all matters to the police if there is a police investigation ongoing.</p>
<b>Customer</b>	<ul style="list-style-type: none"> <li>• Service value in form of client support.</li> <li>• Ensure strong relationship and confidence in DigiPlex.</li> <li>• Reputation protection.</li> <li>• Minimise losses.</li> </ul>	<p>Close liaison with the customer is essential to ensure that there is a coordinated response to the crisis</p>
<b>Insurers</b>	<ul style="list-style-type: none"> <li>• Safe operations.</li> <li>• Limitation of liabilities.</li> </ul>	<p>Inform in detail of facts, results of investigations and all relevant actions being taken to mitigate consequences and prevent recurrence.</p> <p>Possible consequence of incident may be raised fees, or withdrawal of insurance cover for related activities requiring suspension of all activities in those areas.</p>
<b>Employees /Unions</b>	<ul style="list-style-type: none"> <li>• Job safety &amp; security.</li> <li>• Fair terms and conditions.</li> <li>• Job satisfaction.</li> </ul>	<p>In crisis, keep employees informed and engaged, and unions as informed as feasible.</p> <p>Employees should be the company's best ambassadors and expect some to be interviewed by the media. Ensure as transparent company communication as possible with employees.</p>
<b>Shareholders</b>	<ul style="list-style-type: none"> <li>• Dividends.</li> <li>• Capital growth.</li> <li>• Safe investment.</li> </ul>	<p>Will assess how the company responds to crisis and assess the capability of the management team accordingly. Keep them informed of the facts, provide them with details of accurate media coverage. Give early assessment of losses and impact on business strategy –avoid speculation.</p>

<b>Financial Community /City</b>  <b>Analysts</b>  <b>Lenders</b>	<ul style="list-style-type: none"> <li>Investment assessment.</li> </ul>	<p>Once a serious crisis enters the public domain, initial loss of share value is inevitable, and it may impact the bond listings. Whether or not a recovery position is to be achieved will depend upon judgements made, typically, over the ensuing month.</p>
<b>Regulators</b>	<ul style="list-style-type: none"> <li>Preservation of evidence.</li> <li>Assessment of culpability.</li> <li>Public enquiry</li> <li>In some cases, prosecution.</li> </ul>	<p>Co-operate and share information to reduce the severity of any legal action DigiPlex may face and in rare cases may even prevent it.</p>
<b>Partners, suppliers</b>	<ul style="list-style-type: none"> <li>Understanding implications for their business.</li> <li>Understanding of problem, and if they have a responsibility and/or possibility to contribute to solution.</li> </ul>	<p>Focus on problem solving. Relationship manager to manage dialogue based on CCOM.</p> <p>If Crisis Management Team finds the partner/supplier has a responsibility and/or possibility to contribute to solution, Crisis Management will take over dialogue.</p>
<b>Community</b>	<ul style="list-style-type: none"> <li>Safety.</li> <li>Reduction in inconvenience.</li> </ul>	<p>Express sincere sympathy in person, take concerns seriously. Quickly display transparency and actions already taken and plans ahead.</p>
<b>Media</b>	<ul style="list-style-type: none"> <li>Fast, easily digestible accurate information.</li> <li>Someone to blame.</li> </ul>	<p>Treat media with as much respect and transparency as you would a customer or employee. Never lie or shy away from the truth. If the truth does not withstand external scrutiny, then you need to address and solve that issue.</p>
<b>Competitors</b>	<ul style="list-style-type: none"> <li>Potential business opportunities.</li> </ul>	<p>Same info as to media. Depending on situation, alliance with competitors might be necessary.</p>



<b>Industry associations</b>	<ul style="list-style-type: none"> <li>Learning points for industry sector.</li> </ul>	Sharing your learning can enhance your reputation as a professional organisation. If you are already in the limelight – use the opportunity to present professionally and reverse perceptions.
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## 4 Crisis Communication Management Organisation

The Crisis Communications Management Team (CCOM) main objective is:

- To show that we are fully capable of maintaining the kind of services we offer and handling possible implications that may follow a crisis.
- Prevent any damage to DigiPlex' name and reputation, including the management and other central personnel.

### 4.1 Policies and Principles

DigiPlex CCOM aims to provide information and establish a two-way communication that allows for the company to keep its business focus during a crisis situation, while the situation is handled. It allows us to timely and correctly communicate decisions, often within nearly impossible time constraints.

We must:

- Understand the audience
- Listen to stakeholder concern
- Meet the needs of the media
- Remain accessible

Corporations that actively steer their communication receive more positive media coverage and are regarded as more trustworthy by stakeholders than their more reactive counterparts. Quickly establishing oneself as a primary source of information also serves another important purpose: if we do not, someone else will.

### 4.2 Priorities

Messaging in the difficult acute phase: what do we say before we have the facts?

It is crucial that the Head of Communications and/or the designated manager takes responsibility and contributes actively in the creation of appropriate messaging. He or she

should be supported by one or two external media consultants and should prepare themselves and/or the chosen spokesperson(s) to meet the media.

The information utilized for this purpose will be drawn partly from this crisis communications plan but will also have to be adjusted to fit the situation in question.

Effective messages will make the three core elements of good crisis communication visible:  
**HEART – HEAD - HANDS** – empathy/concern, knowledge and actions.

Remember that limited access to hard facts about the incident should never prevent us from communicating who we care about, what we have done and what we plan to do. Remember: avoid resorting to abstract tribe lingo and clichés – keep it plain.

<b>Heart</b> (empathy)	Who and what do we care about, who needs care, compassion and aid? Are there others affected than the most obvious? What should those who are affected do, and how can they reach us? Who deserves praise? How does this incident affect to us as human beings, company, colleagues and leaders?
<b>Head</b> (facts)	What can we say about the incident? Remember details about people, location, known damages and so on. What words do we use to describe the incident to prevent other people of defining the crisis? What can we say about our own and others' handling of the incident? What can we say about the situation at the incident site (e.g. power outage, fire, accident etc.)?
<b>Hands</b> (actions)	What is DigiPlex doing to contain or mitigate the crisis? How do we tend to affect employees, customers, hard ware, facilities and other? What kind of preventive measures were in place and what kind of actions has DigiPlex taken? (e.g. proactive info, corrective measures, root cause investigation, and so on).

We aim to:

- **Be first on the pulpit – take control**  
 First impressions in the media are important. We should be first to establish the narrative of the incident before other stakeholders are able to deliver information leaving strong and lasting impressions over which we have no control.

- **All information must be correct and verifiable**

Never assume, never speculate in the media. Part of the definition of crisis is the lack of information. Concentrate on the few facts we have and tell customers, media and other stakeholders what we do to establish the facts.

- **If contacted by media**

If a journalist calls you directly, follow this guide:

1. If contacted by media, never comment but instead say that you are just in the middle of something, and that it will be a great help if he can just send his question by e-mail.
2. . Then contact Head of Communications directly to agree on best action going forward.

- **Refer – don't reject**

A journalist will mainly contact us with inquiries he or she finds legitimate and relevant. The designated spokesperson will explain where and when (and by whom) relevant information will be given rather than stating "no comment". And if we can't comment we always explain why. A "no comment" will raise a red flag with the journalist as they then suspect we have something to hide.

- **Communicate our priorities: human beings, environment, material consequences**

Communication about human beings and human consequences should overshadow everything else in the initial phase of a crisis. Show concern, empathy and actions towards the victim. Following that we can talk about our other concerns relating to e.g. the environment and material values.

- **Show - don't tell**

Statements of concern and empathy and promises of relief efforts must always be accompanied by concrete actions. Be present, communicate our actions, and use examples to prove our intentions.

- **Put things in their right perspective**

Avoid resorting to euphemisms and trivialization. Make sure we are perceived as sincere, and never question the feelings of the involved however unjustified we may think they appear. Understand and recognize people's pain, anger and concern.

- **Never lie**

Be aware that most things will surface in due course. Media are patient, and companies in crises experience that many sources are willing to shed light on underlying issues when a crisis reaches the media. But, remember; Even though *what* we say must be the

truth, we do not have to say the *whole* truth. Meaning that we do not have to disclose e.g. strategically important information that may hurt our competitiveness.

## 4.3 Tasks

Specific tasks of the various CCOM members are to be found in paragraph 4.4 below. But our tasks as a team are:

- Being advisors for the management and spokespersons who are not part of CCOM.
- Establishing and running a press centre. Media dialogue. Surveying the media and other info channels, analysing the gathered information. Producing info materials. Posting and updating information on intra- extra- and internet.
- Internal/employee information
- Answer questions from, and establishing and running a centre, for next of kin
- Developing multicultural information (if applicable)
- Continuously gather facts and/or information that serves as basis for CCOM's decisions
- Logging activities carried out, as well as decisions made.

## 4.4 Key Communication Roles

When and if a real or emerging situation, that is to be defined as a crisis, (ref to paragraph 1; "Introduction") presents itself, the DigiPlex crisis staff, or CCOM team, will be established.

In the event of a possible crisis, the first person who is made aware of such an event, will submit the designated crisis communication management team (CCOM). The CCOM team consists of the following key personnel:

Function	CCOM leader
Name	Gisle Eckhoff, CEO DigiPlex
Tasks	<p>As CCOM leader:</p> <ul style="list-style-type: none"> <li>• Leads the crisis management and crisis communications work, based on the relevant plans.</li> <li>• Decide, together with the deputy CCOM leader whether the CCOM team is to be summoned, and crisis staff established.</li> <li>• Also responsible for choosing where the "war room" is to be located.</li> <li>• Summon the CCOM team</li> <li>• Responsible for carrying out the planned crisis response: <ul style="list-style-type: none"> <li>○ Give the crisis first priority</li> </ul> </li> <li>• Plan for the worst thinkable scenario; try to look as far ahead as possible. Define the scenarios in accordance with this plan and your own estimates.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Put aside enough resources to meet the worst thinkable scenario.</li> <li>○ Isolate the crisis and make sure that the rest of the business goes as usual – as much as possible.</li> <li>○ Has the operational responsibility for the CCOM team activities as well as the general staffing situation, and responsibility for arranging change of staff in situations that lasts for more than 12 hours.</li> <li>• Inform the primary stakeholders for the crisis in question directly, vocally, based on official messages. CCOM team gives mandate to Head of Comms (xx) to communicate information approved by CCOM.</li> <li>• Responsible for strategic elements, there among: <ul style="list-style-type: none"> <li>○ Communicate with DigiPlex C-level, customers, staff, board. and shareholders</li> <li>○ Communicate with important collaborators and governmental bodies.</li> <li>○ Continuously estimate long-term consequences and actions in relation to the crisis situation in question.</li> </ul> </li> <li>• Estimate needs for retrieving potentially needed authorizations from shareholders.</li> </ul>
Deputy CCOM leader	Fredrik Jansson
Function	CCOM Marketing/Communication
Name	Fredrik Jansson, Chief Strategy & Marketing/Communications Officer: -
Tasks	<ul style="list-style-type: none"> <li>• Together with CCOM leader decide whether the CCOM team is to be summoned for a given situation.</li> <li>• Overhead responsibility for all stakeholder communication and for this being carried out by CCOM.</li> <li>• Responsible for safeguarding the DigiPlex reputation.</li> <li>• Make sure that a stakeholder analysis is being carried out in connection to the ongoing crisis situation; Needs and motivations.</li> <li>• Displaying the current focus on a whiteboard, surveying the media (via CCOM) and reporting back to the CCOM leader on e.g. focus changes among the media.</li> <li>• Formulating main message and making sure that this is being updated on all platforms.</li> <li>• Being prepared to front the crisis in the media.</li> </ul>

	If the crisis demands for the CEO to have a role in the media, CCOM Deputy Team leader will prioritize the correct ones, together with the CEO.
Deputy	<ul style="list-style-type: none"> <li>Elisabeth Lennhede, Head of Communications</li> </ul>
Function	<b>CCOM Operations</b>
Name	Dan Oldham, Chief Operating Officer
Tasks	<ul style="list-style-type: none"> <li>Determine team members to investigate root cause of incident.</li> <li>Create and manage incident report to be approved by CCOM team.</li> </ul>
Deputy	<ul style="list-style-type: none"> <li>Niclas Nyström for operational coordination matters and Steve Moir for safety, compliance and governance matters</li> </ul>
Function	<b>CCOM Internal Communication</b>
Name	Haakon Holm-Knapstad, Chief HR Officer, DigiPlex
Tasks	<ul style="list-style-type: none"> <li>Delegated overhead responsibility for safeguarding and following up issues related to humans/personnel/employees during the crisis situation.</li> <li>Maintain an overview of which DigiPlex personnel are involved in the crisis, where they are and in which condition. <ul style="list-style-type: none"> <li>Safeguarding corporate psychosocial conditions (HR), there among: <ul style="list-style-type: none"> <li>Following up DigiPlex employees, including an ongoing assessment of bringing in external help.</li> <li>Handling, taking care of, and notifying potential next of kind. (Keep a list of them available).</li> </ul> </li> <li>Responsible for all ongoing dialogue with Police and hospitals and alike in case of accidents and potential fatalities.</li> </ul> </li> </ul> <p>Responsible for continuously following up and informing the DigiPlex organization.</p>
Deputy	<ul style="list-style-type: none"> <li>Olga Skute</li> </ul>
Function	<b>CCOM Business Continuity</b>
Name	Halvor Bjerke, Chief Operations Officer, DigiPlex Operations
Tasks	<ul style="list-style-type: none"> <li>Secure business continuity in Operations</li> <li>Update CCOM on the crisis, the scenarios, the risks, the actions taken and the plan.</li> </ul>
Deputy	Pål Rune Viken
Function	<b>CCOM Communication / PR / PA</b>
Function	Primary Communication /PR /PA /Media consultant
Name	Elisabeth Lennhede, Head of Communication
Tasks	<ul style="list-style-type: none"> <li>Establishing war room together with CCOM leader and CCOM leader deputy</li> <li>Establish communication team to run and support CCOM communication internal and external.</li> </ul>

	<ul style="list-style-type: none"> <li>Establish, update and communicate media log with CCOM Team.</li> <li>Establish and keep a meeting notes log. Log is to be shared with CCOM immediately after each status meeting, and saved at a central location, where it can be accessed by CCOM.</li> <li>Establishing and running a press room.</li> <li>Administrate and coordinate CCOM.</li> <li>Update worst case scenarios and media focus together with CCOM leader deputy</li> <li>Arranging frequent status meetings within CCOM during the situation, making sure they are carried out as planned.</li> <li>Informing the switch board and other central points in DigiPlex on which telephone numbers and email addresses CCOM can be reached.</li> <li>Be gate keeper and approver of all responsible for all in- and outwards documentation &amp; communication.</li> <li>Making sure crisis documents are available and secured.</li> <li>Support CCOM leader and deputy in setting aside the necessary resources and making sure the war room functions.</li> </ul> <p>If possible, the log is to be continuously up on the wall, via a projector.</p>
Deputy	Stein Jacob Frisch, Frisch A/SD
Function	Supplementary Communication/PR/Media consultant
Name	Diana Grimberg, Grimberg Communications
Tasks	Support Head of Communications and Deputy with tasks connected with communications.
Function	Service function – not present in war room
Name	Marianne Aanesen, PA to Gisle M. Eckhoff
Tasks	<ul style="list-style-type: none"> <li>Assisting CCOM with administrative and office related issues that might arise during the crisis situation (e.g. food and drinks for CCOM).</li> <li>Responsible for receiving incoming messages from the switchboard and forwarding these to CCOM deputy.</li> </ul>

## 4.5 Call out - Contact Details

Name	Role	Contact Number	Email
Gisle Eckhoff	CEO DigiPlex: CCOM leader	Mobile: +47 922 20 008	<a href="mailto:gisle.eckhoff@digiplex.com">gisle.eckhoff@digiplex.com</a>

Fredrik Jansson	Chief Strategy & Marketing /Communications Officer: Deputy CCOM leader	Mobile: +46 761 355050 Annika (Wife) +46 70 9695333	<a href="mailto:fredrik.jansson@digiplex.com">fredrik.jansson@digiplex.com</a>
Elisabeth Lennhede	Head of Communications	Mobile: +46 70 33 22 705 +46 70 444 22 71	<a href="mailto:elennhede@digiplex.com">elennhede@digiplex.com</a> <a href="mailto:elennhede@gmail.com">elennhede@gmail.com</a>
Halvor Bjerke	Head of Operations	Mobile: +47 97175958	<a href="mailto:hbjerke@digiplex.com">hbjerke@digiplex.com</a>
Dan Oldham	COO, DigiPlex	Mobile: +44 7813 806 707	<a href="mailto:dan.oldham@digiplex.com">dan.oldham@digiplex.com</a>
Haakon Holm-Knapstad	Chief HR Officer, DigiPlex	Mobile: +47 93493821	<a href="mailto:haakon.holm-knapstad@digiplex.com">haakon.holm-knapstad@digiplex.com</a>
Niclas Nyström	Service Delivery Director	Mobile: +46 72 733 11 50 Private: +46 70 969 25 54	<a href="mailto:nnystrom@digiplex.com">nnystrom@digiplex.com</a>
Mark Kjeldstrom	Operations Manager - DC1 Denmark	Mobile: +45 23 32 53 18	<a href="mailto:mkjeldstrom@DigiPlex.com">mkjeldstrom@DigiPlex.com</a>
Marianne Aanesen	PA DigiPlex CEO	Mobile: +47 928 06 58 Husband Dag Inge +47 48 222 770	<a href="mailto:Marianne.aanesen@digiplex.com">Marianne.aanesen@digiplex.com</a>
Stein Jacob Frisch	Frisch A/S	Mobile: +47 916 10 911	<a href="mailto:stein@frisch.as">stein@frisch.as</a>
Sofia Liljefors Edlund	Rippler Communications	Mobile: +46 70 202 62 25	<a href="mailto:sofia.le@ripler.se">sofia.le@ripler.se</a>
Diana Grimberg	Grimberg Communications ApS	Mobile: +45 2629 0962 +45 3543 4995 (Home number)	<a href="mailto:diana@grimberg.dk">diana@grimberg.dk</a>
Alistair Scott	Scott Communications	Mobile: +44(0) 7969338773	<a href="mailto:alistair@scottcommunication.co.uk">alistair@scottcommunication.co.uk</a>



## 4.6 Designated Spokespersons

The designated spokespersons are defined by CCOM in each particular situation, but there is also a generic list of who these are on a general/business and technical level. In a prioritised range, they are:

<b>1. Gisle Eckhoff</b> , CEO DigiPlex	Primary spokesperson, general/business/technical
<b>2. Fredrik Jansson</b> , Chief Strategy & Marketing/Communications Officer DigiPlex	Alternative spokesperson, general/business/technical
<b>3. Elisabeth Lennhede</b> , Head of Communications, DigiPlex	Alternative spokesperson, general/business/technical
<b>4. Halvor Bjerke</b> , Head of Operations	Technical issues

## 5 Practicalities

### 5.1 War Rooms

Which “war room”, i.e. physical meeting space where meetings are held and information kept, CCOM will use for the crisis will be decided by CCOM leader when the crisis is established.

<b>Oslo Ulven office</b>	<b>“Meeting room 3 floor, Copenhagen”</b>
Oslo Rosenholm site	“Meeting room DRAS”
Oslo Fetsund site	Conference room
Oslo external	Frisch AS – 2nd floor Filipstad Brygge 1 0252 Oslo
<b>Stockholm Site</b>	<b>“Meeting room DS1” “Leia”</b>
Stockholm external	Rippler Communications “Large Conference room” Bollhusgränd 1B, 2tr 111 31 Stockholm
<b>Copenhagen Site</b>	<b>“Meeting room DC1”</b>
Copenhagen external	Grimberg Communication Bredgade 30 Copenhagen

Copenhagen external -back up	<b>Radius</b> Bredgade 19A, 1. sal 1260 København K  <b>Nicolaj Taudorf Andersen</b> Seniorpartner & bestyrelsesformand M: +45 3063 7313 T: +45 3332 1616 E: <a href="http://www.radiuscph.dk">www.radiuscph.dk</a> <a href="mailto:na@radiuscph.dk">na@radiuscph.dk</a>
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### 5.1.1 Contact Information – DigiPlex Internal

	CCOM internal	DigiPlex staff
<b>GoToMeeting</b>		
<b>e-mail distribution list name</b>	Digiplex CCOM <a href="mailto:digiplex.ccom@digiplex.com">digiplex.ccom@digiplex.com</a>	“Digiplex All with Service Team”
<b>CCOM file storage</b>	<a href="#">SharePoint (General knowledge &amp; Crisis Comms team)</a>	

### 5.1.2 Contact Information – External

	Customers top 10 revenue
<b>Evry</b>	<b>Per Hove</b> Chief Executive Officer - CEO <a href="tel:+46105880000">+46 10 588 00 00</a> EVERY ASA, Snarøyveien, Fornebu, Norway (inngang A i Telenorbygget)  Unni Strömstad EVP Communications and Marketing M +47 977 53 453 <a href="mailto:unni.stromstad@evry.com">unni.stromstad@evry.com</a>

	<p><b>Geir Remman</b> Communication <a href="mailto:geir.remman@evry.com">geir.remman@evry.com</a></p> <p><b>Asta Ellingsen Stenhagen</b> Executive Vice President, Legal and Risk <a href="tel:+46105880000">+46 10 588 00 00</a></p>
<b>Nasdaq</b>	<p><b>Lauri Rosendahl</b> Senior Vice President for European Equities and president of <b>Nasdaq</b> Nordic <a href="tel:+4687969000">08-796 90 00</a></p> <p><b>Ulrika Andersson</b> AVP, Head of Corporate Communications Nordics &amp; Baltics + 46 8 405 68 52 + 46 73 449 68 52 <a href="mailto:ulrika.andersson@nasdaq.com">ulrika.andersson@nasdaq.com</a> Tullvaktsvägen 15, 10578 Stockholm</p> <p><b>Ryan Wells</b> Nasdaq Press Contact Europe <a href="tel:+44207809596390">+44 (0) 7809 596 390</a></p>
<b>CGI</b>	<p><b>Pär Åke Fors, VD</b> Cgi Sverige AB Torshamnsgatan 24 164 40 Kista</p> <p><b>Anders Sundén</b> <a href="mailto:anders.sunden@cgi.com">anders.sunden@cgi.com</a></p> <p><b>Robert Almqvist</b> <a href="mailto:robert.almqvist@cgi.co">robert.almqvist@cgi.co</a> PR and External Communications M: <a href="tel:+460769480294">+46(0)76 948 02 94</a></p>

## 5.2 Mobilising the CCOM Team

In a situation that might develop into a crisis, CCOM leader will alert the other CCOM members, including deputies.

All CCOM members can alert/give notification about a crisis, but only CCOM leader and/or his deputy can establish one.

Alerting /notification of a crisis will primarily be carried by directly calling according to CCOM Chain.

## 5.3 Meeting Agendas

The Checklist for Status Meetings (CCOM-MAN-01-01-DGS)

## 5.4 Records

Event Log (CCOM-MAN-01-03-DGS) for logging media inquiries and how they are handled.

## 5.5 Evaluation and Evaluation Report

A preliminary evaluation report (summary of facts) should be ready at latest within 24 hours after the crisis situation has ended. Evaluation reports to be stored securely and centrally and be shared with CCOM. Report is to be produced/written by DigiPlex CCOM leader or his /her deputy.

## 5.6 De-escalation Routine

When DigiPlex CCOM leader decides to de-escalate, this is to be done systematically, so all information is safeguarded through all interfaces. Final situation after de-escalation is "business as usual". Everyone having been notified about the crisis should also be notified when it is being deescalated, including customers. CCOM with supporting functions (secretary and more) is also to be debriefed, as part of the de-escalation routine.

## 6 Types of Statements

### 6.1 Holding Statement

Issued within first hour of an incident, when more info is available. Only to be used written.

A Holding Statement is a pre-approved generic message intended for internal and external distribution. It informs employees of an emergency and serves as a public statement in an early phase when available information is scarce.

The external purpose of a Holding Statement is to offer a minimum of information to journalists in the initial coverage, showing the public that the company is on top of the crisis, and establishing the company as a source in the immediate news coverage.

**APPROVAL REQUIRED:** Head of Communication

### 6.2 Press Release

Should be very restrictively used as communication tool.

**APPROVAL REQUIRED:** Head of Communications.

## 7 Forms and Templates

The following forms and templates are an integral part of this plan and are found on SharePoint "DigiPlex CCOM":

- |                                 |                    |
|---------------------------------|--------------------|
| • Checklist for Status Meetings | CCOM-MAN-01-01-DGS |
| • Key Considerations            | CCOM-MAN-01-02-DGS |
| • Event Log                     | CCOM-MAN-01-03-DGS |