

0 FRONT MATTER

0.1 FRONT MATTER

0	FRONT MATTER	0-3
0.1	FRONT MATTER	0-3
0.2	REVISION HIGHLIGHTS	0-9
0.3	RECORD OF REVISIONS	0-11
0.4	RECORD OF TEMPORARY REVISIONS	0-13
0.5	LIST OF EFFECTIVE PAGES	0-15
0.6	LIST OF TABLES	0-19
0.7	LIST OF FIGURES	0-21
0.8	LIST OF COMPLIANCE ENTRIES	0-23
0.9	MANAGEMENT APPROVAL	0-25
0.10	GACA ACCEPTANCE	0-27
0.11	INTRODUCTION	0-29
0.11.1	POLICY	0-29
0.11.2	APPLICABILITY	0-29
0.11.3	COMMON LANGUAGE	0-29
0.11.4	USAGE OF TERMS	0-29
0.11.5	HUMAN FACTOR PRINCIPLES	0-30
0.11.6	APPLICABLE REGULATIONS AND STANDARDS	0-30
0.12	ABBREVIATIONS, ACRONYMS AND DEFINITIONS	0-31
0.12.1	ABBREVIATIONS AND ACRONYMS	0-31
0.12.2	DEFINITIONS	0-33
0.13	SYSTEM OF AMENDMENT AND REVISION	0-39
0.13.1	MANUAL OWNERSHIP	0-39
0.13.2	MANUAL HOLDER RESPONSIBILITY	0-39
0.13.3	DISTRIBUTION LIST AND AVAILABILITY	0-39
0.13.4	PUBLICATION HIERARCHY	0-40
0.13.5	MANUAL STRUCTURE	0-40
0.13.6	SOURCE OF AMENDMENTS	0-40
0.13.7	REFERENCED AND LINKED DOCUMENTS	0-40
0.13.8	FORMAT AND DOCUMENTATION CONTROL REQUIREMENTS	0-41

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.1	FRONT MATTER

Issue:	00
Revision:	00
Date:	18-Feb-24

0.13.9	ERROR REPORTING AND CORRECTIONS AND SUGGESTIONS FOR IMPROVEMENT	0-41
1	POLICY AND MANAGEMENT	1-1
1.1	EMERGENCY RESPONSE POLICY	1-1
1.1.1	RELATED POLICIES	1-1
1.2	STRATEGIC OBJECTIVES OF THE CORPORATE EMERGENCY RESPONSE PLAN	1-4
1.3	TYPES OF EMERGENCIES	1-5
1.3.1	EMERGENCY CATEGORIES	1-5
1.3.2	DESCRIPTION	1-5
1.4	CRISIS MANAGEMENT	1-11
1.4.1	COMPOSITION	1-11
1.4.2	DEPUTIES	1-11
1.4.3	VP CORPORATE SAFETY, SECURITY, QUALITY AND ENVIRONMENT	1-12
1.4.4	ROLES	1-12
1.5	AIRCRAFT RECOVERY	1-16
2	CRISIS NOTIFICATION AND ACTIVATION	2-1
2.1	EMERGENCY PHASES	2-1
2.2	NOTIFICATION SYSTEM	2-2
2.2.1	INITIAL ASSESSMENT TEAM (IAT)	2-2
2.2.2	CRISIS MANAGEMENT TEAM NOTIFICATION	2-4
2.2.3	NOTIFICATION TO AUTHORITY	2-4
2.2.4	NOTIFICATION TO BLAKE	2-6
3	CRISIS MANAGEMENT CENTER	3-1
3.1	LOCATION AND FACILITIES OF THE CRISIS MANAGEMENT CENTER (CMC)	3-1
3.2	SUPPORT PROCESS	3-3
4	CRISIS MANAGEMENT	4-1
4.1	CRISIS MANAGEMENT OVERVIEW	4-1
4.1.1	EMERGENCY CATEGORY "A" – CATASTROPHIC AIRCRAFT ACCIDENT	4-2
4.1.2	EMERGENCY CATEGORY "B" – MISSING AIRCRAFT	4-3
4.1.3	EMERGENCY CATEGORY "C" – SERIOUS INCIDENTS - STANDBY	4-3
4.1.4	EMERGENCY CATEGORY "D" – SERIOUS INCIDENT NOT COVERED UNDER CATEGORY C	4-3
4.1.5	EMERGENCY CATEGORY "E" – NATURAL DISASTER AND PANDEMIC	4-3
5	GO TEAM	5-1
5.1	INTRODUCTION	5-1

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.1	FRONT MATTER

Issue:	00
Revision:	00
Date:	18-Feb-24

5.1.1	THE "GOLDEN" RULES	5-1
5.1.2	GO TEAM	5-1
5.1.3	GO AIRCRAFT	5-3
5.1.4	GO TEAM LEADER	5-3
5.1.5	GO KIT	5-3
5.2	MAJOR RESPONSIBILITIES	5-5
5.2.1	GO TEAM LEADER	5-5
5.2.2	INVESTIGATION COORDINATOR	5-5
5.2.3	TECHNICAL COORDINATOR	5-5
5.2.4	MAINTENANCE MECHANIC-FIELD	5-6
5.2.5	OPERATIONS COORDINATOR	5-6
5.2.6	SECURITY COORDINATOR	5-6
5.2.7	MEDIA COORDINATOR	5-6
5.2.8	BAGGAGE COORDINATOR	5-6
5.2.9	IT COORDINATOR	5-6
5.2.10	MEDICAL COORDINATOR	5-7
5.2.11	SUPPORT COORDINATOR	5-7
5.2.12	CARE TEAM	5-7
5.3	DEPLOYMENT OF GO TEAMS	5-9
5.3.1	THE DEPLOYMENT OF GO TEAMS	5-9
5.3.2	ACTIONS ON ARRIVAL	5-10
5.4	PARTICIPANTS IN THE INVESTIGATION	5-12
6	CRISIS COMMUNICATIONS	6-1
6.1	INTRODUCTION	6-1
6.2	CRISIS COMMUNICATION STRATEGY	6-2
6.3	PREPARING THE CRISIS COMMUNICATION PLAN (CCP)	6-4
6.3.1	STEP 1 – SELECTION OF PERSONNEL	6-4
6.3.2	STEP 2 – DEVELOP SUITABLE PRESS RELEASE TEMPLATES	6-4
6.3.3	STEP 3– DEVELOP THE ONLINE COMMUNICATION STRATEGY	6-4
6.3.4	STEP 4 – NOMINATION OF COMPANY SPOKESPERSONS	6-4
6.3.5	STEP 5 – TRAINING AND VALIDATION	6-4
6.4	MEDIA COMMUNICATION COORDINATOR ROLES AND RESPONSIBILITIES	6-5
6.4.1	GENERAL (PRELIMINARY STAGE)	6-5
6.4.2	SPECIFIC (DURING ACTUAL CRISIS OR EXERCISE)	6-5

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.1	FRONT MATTER

Issue:	00
Revision:	00
Date:	18-Feb-24

6.5	WEB SITE MANAGEMENT – DARK SITE	6-6
6.5.1	CONTENTS	6-6
6.5.2	UPDATING AND DEACTIVATION	6-6
7	FAMILY ASSISTANCE PROGRAM	7-1
7.1	INTRODUCTION	7-1
7.1.1	PURPOSE	7-1
7.1.2	SCOPE	7-1
7.1.3	OBJECTIVE	7-1
7.1.4	DEFINITION OF FAMILY / NEXT OF KIN	7-2
7.1.5	FAMILY ASSISTANCE PROGRAM OVERVIEW	7-4
7.2	KEY REQUIREMENTS	7-5
7.3	INTEGRATION WITH EXTERNAL AGENCIES	7-6
7.4	FAMILY ASSISTANCE CENTER (FAC)	7-7
7.4.1	GOAL	7-7
7.4.2	GENERAL PRINCIPALS FOR PLANNING	7-7
7.4.3	LOCATION	7-8
7.4.4	FACILITIES	7-8
7.4.5	LAYOUT OF FAMILY ASSISTANCE CENTER (FAC)	7-10
7.5	CARE TEAM (CT) / FAMILY ASSISTANCE TEAM (FAT)	7-11
7.5.1	NOTIFICATION AND ACTIVATION OF CT / FAT	7-11
7.6	HANDLING OF PASSENGERS AND NEXT OF KIN (NOK)	7-12
7.6.1	RECOVERY AND IDENTIFICATION OF HUMAN REMAINS AND PERSONAL EFFECTS	7-12
7.6.2	PASSENGER PERSONAL PROPERTY, CARGO, AND MAIL	7-12
7.7	BLAKE EMERGENCY SERVICES	7-13
7.7.1	DISASTER RECOVERY SERVICES	7-13
7.7.2	DISASTER HUMAN SERVICES	7-14
7.7.3	BLAKE INTERNATIONAL CALL CENTER	7-17
7.7.4	CRISIS COMMUNICATIONS	7-18
8	TRAINING	8-1
8.1	INTRODUCTION	8-1
8.1.1	OBJECTIVE	8-1
8.1.2	FAMILIARIZATION	8-1
8.2	TYPES OF TRAINING	8-2
8.2.1	INITIAL TRAINING	8-2

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.1	FRONT MATTER

Issue:	00
Revision:	00
Date:	18-Feb-24

8.2.2	SPECIALIZED EMERGENCY TRAINING.....	8-2
8.2.3	REFRESHER / RE-TRAINING PROGRAM	8-3
8.3	TRAINING CURRICULUM.....	8-4
8.3.1	RECOMMENDED TRAINING CONTENT FOR CRISIS MANAGEMENT TEAM:.....	8-4
8.3.2	RECOMMENDED TRAINING CONTENT FOR EMERGENCY COMMUNICATION TEAM:	8-4
8.3.3	RECOMMENDED TRAINING CONTENT FOR OPERATIONS CONTROL CENTER STAFF:	8-5
8.3.4	RECOMMENDED TRAINING CONTENT FOR STATION STAFF:.....	8-5
8.3.5	RECOMMENDED TRAINING CONTENT FOR GO TEAM:.....	8-6
8.3.6	RECOMMENDED TRAINING CONTENT FOR FAMILY ASSISTANCE TRAINING:	8-6
8.4	EXERCISE DEVELOPMENT	8-8
8.4.1	INTRODUCTION.....	8-8
8.4.2	PLANNING	8-8
8.4.3	NOTIFICATION	8-9
8.4.4	TYPE OF SIMULATION EXERCISES	8-10
8.4.5	POST ACTIVATION.....	8-12
8.4.6	SIMULATION EXERCISE REPORT	8-13
8.5	TRAINING DOCUMENTATION	8-15
9	APPENDIX.....	9-1
9.1	APPENDIX 1 - INITIAL ASSESSMENT TEAM CONTACT DIRECTORY	9-1
9.2	APPENDIX 2 - CRISIS MANAGEMENT CENTER PREPARATION CHECKLIST	9-2
9.3	APPENDIX 3 - BLAKE EMERGENCY NOTIFICATION.....	9-3
9.4	APPENDIX 4 – BLAKE ACTIVATION INSTRUCTION.....	9-4
9.5	EMERGENCY CATEGORY “A” – CATASTROPHIC AIRCRAFT ACCIDENT – CHECKLIST.....	9-5
9.5.1	MASTER CHECKLIST	9-5
9.5.2	AE – CHECKLIST	9-5
9.5.3	VPCSSQE – CHECKLIST.....	9-5
9.5.4	VPFO – CHECKLIST.....	9-5
9.5.5	VP TECHNICAL OPERATIONS – CHECKLIST	9-5
9.5.6	VP TREASURY – CHECKLIST.....	9-5
9.5.7	VP GROUND OPERATIONS – CHECKLIST	9-5
9.5.8	VP HR – CHECKLIST	9-5
9.5.9	DIRECTOR CORPORATE SAFETY – CHECKLIST	9-5
9.5.10	DIRECTOR CORPORATE SECURITY – CHECKLIST.....	9-5
9.5.11	MANAGER CRISIS AND RESILIENCE MANAGEMENT – CHECKLIST	9-5

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.1	FRONT MATTER

Issue:	00
Revision:	00
Date:	18-Feb-24

9.5.12	GENERAL COUNSEL – CHECKLIST	9-5
9.5.13	DIRECTOR OCC – CHECKLIST	9-5
9.5.14	DIRECTOR CABIN CREW – CHECKLIST	9-5
9.6	EMERGENCY CATEGORY “B” – MISSING AIRCRAFT – CHECKLIST	9-6
9.6.1	MASTER CHECKLIST	9-6
9.7	EMERGENCY CATEGORY “C” – SERIOUS INCIDENTS - STANDBY	9-7
9.7.1	MASTER CHECKLIST	9-7
9.8	EMERGENCY CATEGORY “D” – SERIOUS INCIDENT NOT COVERED IN CATEGORY C	9-8
9.8.1	MASTER CHECKLIST	9-8
9.9	EMERGENCY CATEGORY “E” – NATURAL DISASTER AND PANDEMIC	9-9
9.9.1	MASTER CHECKLIST	9-9
9.9.2	AE – CHECKLIST	9-9
9.9.3	VPCSSQE – CHECKLIST	9-9
9.9.4	VP TREASURY – CHECKLIST	9-9
9.9.5	VP GROUND OPERATION – CHECKLIST	9-9
9.9.6	VP HR – CHECKLIST	9-9
9.9.7	DIRECTOR CABIN CREW – CHECKLIST	9-9
9.9.8	DIRECTOR CORPORATE SAFETY – CHECKLIST	9-9
9.9.9	DIRECTOR CORPORATE SECURITY – CHECKLIST	9-9
9.9.10	MANAGER CRISIS AND RESILIENCE MANAGEMENT – CHECKLIST	9-9
9.9.11	GENERAL COUNSEL – CHECKLIST	9-9
9.9.12	OCC – CHECKLIST	9-9

0.2 REVISION HIGHLIGHTS

This table summarizes the major changes made to each revision, not all changes. Throughout each review cycle, subsequent entries may change prior entries or proposed changes may be held, disregarded, and/or obsolete. This is a summary of input received throughout the duration. Changes throughout the manual are indicated by vertical revision bars.

Note: The vertical bar (change bar) in the margin indicates a change, addition, or deletion in the adjacent text for the current revision of that page only.

Issue	0	Revision	1	Date	
TITLE					
Section	Section Title		Revision Details		Incorporated by

Issue	0	Revision	2	Date	
TITLE					
Section	Section Title		Revision Details		Incorporated by



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EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.2	REVISION HIGHLIGHTS

Issue:	00
Revision:	00
Date:	18-Feb-24

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Issue: 00
Revision: 00
Date: 18-Feb-24

0.3 RECORD OF REVISIONS

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EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.3	RECORD OF REVISIONS

Issue:	00
Revision:	00
Date:	18-Feb-24

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Issue: 00
Revision: 00
Date: 18-Feb-24

0.4 RECORD OF TEMPORARY REVISIONS

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EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.4	RECORD OF TEMPORARY REVISIONS

Issue:	00
Revision:	00
Date:	18-Feb-24

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EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.5	LIST OF EFFECTIVE PAGES

Issue: 00
Revision: 00
Date: 18-Feb-24

0.5 LIST OF EFFECTIVE PAGES

Issue	Revision	Section	Page	Eff. Date
00	00	0	0-1	18-FEB-24
00	00	0	0-2	18-FEB-24
00	00	0	0-3	18-FEB-24
00	00	0	0-4	18-FEB-24
00	00	0	0-5	18-FEB-24
00	00	0	0-6	18-FEB-24
00	00	0	0-7	18-FEB-24
00	00	0	0-8	18-FEB-24
00	00	0	0-9	18-FEB-24
00	00	0	0-10	18-FEB-24
00	00	0	0-11	18-FEB-24
00	00	0	0-12	18-FEB-24
00	00	0	0-13	18-FEB-24
00	00	0	0-14	18-FEB-24
00	00	0	0-15	18-FEB-24
00	00	0	0-16	18-FEB-24
00	00	0	0-17	18-FEB-24
00	00	0	0-18	18-FEB-24
00	00	0	0-19	18-FEB-24

Issue	Revision	Section	Page	Eff. Date
00	00	0	0-20	18-FEB-24
00	00	0	0-21	18-FEB-24
00	00	0	0-22	18-FEB-24
00	00	0	0-23	18-FEB-24
00	00	0	0-24	18-FEB-24
00	00	0	0-25	18-FEB-24
00	00	0	0-26	18-FEB-24
00	00	0	0-27	18-FEB-24
00	00	0	0-28	18-FEB-24
00	00	0	0-29	18-FEB-24
00	00	0	0-30	18-FEB-24
00	00	0	0-31	18-FEB-24
00	00	0	0-32	18-FEB-24
00	00	0	0-33	18-FEB-24
00	00	0	0-34	18-FEB-24
00	00	0	0-35	18-FEB-24
00	00	0	0-36	18-FEB-24
00	00	0	0-37	18-FEB-24
00	00	0	0-38	18-FEB-24

Riyadh Air		GACA Accepted by:	
Name:		Name:	
Title:		Title:	
Sign and Date:		Sign & Date:	
		Stamp:	

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.5	LIST OF EFFECTIVE PAGES

Issue: 00
Revision: 00
Date: 18-Feb-24

Issue	Revision	Section	Page	Eff. Date
00	00	0	0-39	18-FEB-24
00	00	0	0-40	18-FEB-24
00	00	0	0-41	18-FEB-24
00	00	0	0-42	18-FEB-24
00	00	1	1-1	18-FEB-24
00	00	1	1-2	18-FEB-24
00	00	1	1-3	18-FEB-24
00	00	1	1-4	18-FEB-24
00	00	1	1-5	18-FEB-24
00	00	1	1-6	18-FEB-24
00	00	1	1-7	18-FEB-24
00	00	1	1-8	18-FEB-24
00	00	1	1-9	18-FEB-24
00	00	1	1-10	18-FEB-24
00	00	1	1-11	18-FEB-24
00	00	1	1-12	18-FEB-24
00	00	1	1-13	18-FEB-24
00	00	1	1-14	18-FEB-24
00	00	1	1-15	18-FEB-24

Issue	Revision	Section	Page	Eff. Date
00	00	1	1-16	18-FEB-24
00	00	2	2-1	18-FEB-24
00	00	2	2-2	18-FEB-24
00	00	2	2-3	18-FEB-24
00	00	2	2-4	18-FEB-24
00	00	2	2-5	18-FEB-24
00	00	2	2-6	18-FEB-24
00	00	3	3-1	18-FEB-24
00	00	3	3-2	18-FEB-24
00	00	3	3-3	18-FEB-24
00	00	3	3-4	18-FEB-24
00	00	4	4-1	18-FEB-24
00	00	4	4-2	18-FEB-24
00	00	4	4-3	18-FEB-24
00	00	4	4-4	18-FEB-24
00	00	5	5-1	18-FEB-24
00	00	5	5-2	18-FEB-24
00	00	5	5-3	18-FEB-24
00	00	5	5-4	18-FEB-24

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Title:		Title:	
Sign and Date:		Sign &	
		Date:	
		Stamp:	

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.5	LIST OF EFFECTIVE PAGES

Issue: 00
Revision: 00
Date: 18-Feb-24

Issue	Revision	Section	Page	Eff. Date
00	00	5	5-5	18-FEB-24
00	00	5	5-6	18-FEB-24
00	00	5	5-7	18-FEB-24
00	00	5	5-8	18-FEB-24
00	00	5	5-9	18-FEB-24
00	00	5	5-10	18-FEB-24
00	00	5	5-11	18-FEB-24
00	00	5	5-12	18-FEB-24
00	00	5	5-13	18-FEB-24
00	00	5	5-14	18-FEB-24
00	00	6	6-1	18-FEB-24
00	00	6	6-2	18-FEB-24
00	00	6	6-3	18-FEB-24
00	00	6	6-4	18-FEB-24
00	00	6	6-5	18-FEB-24
00	00	6	6-6	18-FEB-24
00	00	6	6-7	18-FEB-24
00	00	6	6-8	18-FEB-24

Issue	Revision	Section	Page	Eff. Date
00	00	7	7-1	18-FEB-24
00	00	7	7-2	18-FEB-24
00	00	7	7-3	18-FEB-24
00	00	7	7-4	18-FEB-24
00	00	7	7-5	18-FEB-24
00	00	7	7-6	18-FEB-24
00	00	7	7-7	18-FEB-24
00	00	7	7-8	18-FEB-24
00	00	7	7-9	18-FEB-24
00	00	7	7-10	18-FEB-24
00	00	7	7-11	18-FEB-24
00	00	7	7-12	18-FEB-24
00	00	7	7-13	18-FEB-24
00	00	7	7-14	18-FEB-24
00	00	7	7-15	18-FEB-24
00	00	7	7-16	18-FEB-24
00	00	7	7-17	18-FEB-24
00	00	7	7-18	18-FEB-24

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Name:		Name:	
Title:		Title:	
Sign and Date:		Sign & Date:	
		Stamp:	

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.5	LIST OF EFFECTIVE PAGES

Issue: 00
Revision: 00
Date: 18-Feb-24

Issue	Revision	Section	Page	Eff. Date
00	00	7	7-19	18-FEB-24
00	00	7	7-20	18-FEB-24
00	00	8	8-1	18-FEB-24
00	00	8	8-2	18-FEB-24
00	00	8	8-3	18-FEB-24
00	00	8	8-4	18-FEB-24
00	00	8	8-5	18-FEB-24
00	00	8	8-6	18-FEB-24
00	00	8	8-7	18-FEB-24
00	00	8	8-8	18-FEB-24
00	00	8	8-9	18-FEB-24
00	00	8	8-10	18-FEB-24
00	00	8	8-11	18-FEB-24
00	00	8	8-12	18-FEB-24
00	00	8	8-13	18-FEB-24
00	00	8	8-14	18-FEB-24
00	00	8	8-15	18-FEB-24
00	00	8	8-16	18-FEB-24

Issue	Revision	Section	Page	Eff. Date
00	00	9	9-1	18-FEB-24
00	00	9	9-2	18-FEB-24
00	00	9	9-3	18-FEB-24
00	00	9	9-4	18-FEB-24
00	00	9	9-5	18-FEB-24
00	00	9	9-6	18-FEB-24
00	00	9	9-7	18-FEB-24
00	00	9	9-8	18-FEB-24
00	00	9	9-9	18-FEB-24
00	00	9	9-10	18-FEB-24
00	00			18-FEB-24
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00	00			18-FEB-24

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Name:		Name:	
Title:		Title:	
Sign and Date:		Sign & Date:	
		Stamp:	

0.6 LIST OF TABLES

Table 1 - Category Description.....	1-10
Table 2 - Emergency Phases	2-1
Table 3 - IAT Members.....	2-2
Table 4 - GO Kit Content	5-4
Table 5 - Contact Directory	9-1

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EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.6 LIST OF TABLES

Issue: 00

Revision: 00

Date: 18-Feb-24

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0.7 LIST OF FIGURES

Figure 1- Emergency Categories	1-5
Figure 2 - Notification Process.....	2-3
Figure 3 - CMT Notification Process	2-4
Figure 4 - CRC Layout.....	3-1
Figure 5 - Crisis Management Overview	4-1
Figure 6 - Deployment Process.....	5-9
Figure 7 - Blake CT/FAT Activation.....	7-4
Figure 8 - FAC Layout - Sample.....	7-10
Figure 9 - Blake Notification Details	9-3
Figure 10 - Blake Activation Instruction	9-4



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EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.7	LIST OF FIGURES

Issue:	00
Revision:	00
Date:	18-Feb-24

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RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.8	LIST OF COMPLIANCE ENTRIES

Issue: 00
Revision: 00
Date: 18-Feb-24

0.8 LIST OF COMPLIANCE ENTRIES

SECTION	TITLE	TYPE	REGULATION STANDARD
0.11.3	COMMON LANGUAGE	IOSA	FLT 3.1.1
0.11.5	HUMAN FACTOR PRINCIPLES	GACAR	121.139, 121.533
		IOSA	FLT 1.7.4
0.13.3	DISTRIBUTION LIST AND AVAILABILITY	GACAR	121.151, 121.155
0.13.4	PUBLICATION HIERARCHY	IOSA	ORG 2.5.3
0.13.8	FORMAT AND DOCUMENTATION CONTROL REQUIREMENTS	IOSA	ORG 2.5.1, ORG 2.5.3
2.2.3.2	SERIOUS INCIDENT/ACCIDENT REPORTING TO AUTHORITIES	AIBR,	CH 4
		GACAR	PART 4.23

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.8	LIST OF COMPLIANCE ENTRIES

Issue:	00
Revision:	00
Date:	18-Feb-24

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DRAFT

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.9	MANAGEMENT APPROVAL

Issue: 00
Revision: 00
Date: 18-Feb-24

0.9 MANAGEMENT APPROVAL

Manual Number:	RXI/OPS-ORG-M05
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Issue:	00
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Recommended by:		Date:
Title:		
Signature:		

Quality Review by:		Date:
Title:		
Signature:		

Approved by:		Date:
Title:		
Signature:		



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.9	MANAGEMENT APPROVAL

Issue:	00
Revision:	00
Date:	18-Feb-24

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DRAFT

0.10 GACA ACCEPTANCE

This manual is a controlled document, prepared to meet the requirements of the General Authority of Civil Aviation Regulations (GACAR) and is herewith accepted/approved by the General Authority of Civil Aviation (GACA) exclusively for the use of Riyadh Air.

If any conflict exists between the contents of this manual and GACA requirements, GACA requirements shall take precedence, and the manual will be revised without delay in accordance with GACA [eBook Vol.4 Ch.12, section 4](#).

*All contents of this manual are current, as listed in the List of Effective Pages (LEP) Revision 0. 18 Feb 2024.
This manual becomes 'uncontrolled' when printed.*

Name:		Date:	
Title:			
Signature:			
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EMERGENCY RESPONSE MANUAL

0	FRONT MATTER
0.10	GACA ACCEPTANCE

Issue:	00
Revision:	00
Date:	18-Feb-24

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0.11 INTRODUCTION

0.11.1 Policy

The Emergency Response Manual serves as a crucial document, designed to guide, empower, and standardize the response of Riyadh Air personnel across the entire network in the face of emergencies or unforeseen crisis situations. This comprehensive manual delineates the roles and responsibilities of each department and individual stakeholders, providing a structured framework for a swift, collective, and integrated organizational response.

In the event of a crisis, the manual aims to facilitate a programmed response that addresses the concerns of various stakeholders, including guests, their family and friends, external authorities, and partners. The goal is to manage and resolve emergency situations promptly and efficiently.

Managers across all operational areas bear the responsibility of acquainting themselves with the manual's contents. Additionally, they are tasked with ensuring the establishment of duly published and active local emergency response mechanisms. Each manager is also accountable for the adequate training and preparedness of their reporting staff to respond effectively to various types of emergencies or crises within the airline's operational scope.

Recognizing the importance of proactivity, the manual emphasizes the necessity for all staff members in various departments to be sensitized. This awareness is crucial for early identification of evolving instances, activating the organization's emergency response mechanisms, and fostering effective communication, collaboration, and response to events that could potentially result in damage or loss to airline assets, such as aircraft and machinery, or cause harm to staff and guests. In essence, the manual serves as a cornerstone for ensuring a coordinated and efficient emergency response across the airline's operations.

0.11.2 Applicability

Emergency Manual serves as an essential guide for all operational personnel in the organization, and it is incumbent upon every employee, regardless of their role, to adhere to the policies, procedures, regulations, guidance and instructions detailed within this manual.

0.11.3 Common Language

Refer to Corporate Policy Manual, Section 0.11.1.

0.11.4 Usage Of Terms

Refer to Corporate Policy Manual Section 0.11.2.

0.11.5 Human Factor Principles

Refer to Corporate Policy Manual Section 0.11.5.

0.11.6 Applicable Regulations and Standards

Throughout this manual, compliance tags are used to help users easily locate and reference applicable regulations, rules, standards and recommended practices. These tags are a systematic and organized way to manage and ensure adherence to regulatory requirements, company policies and industry standards.

This allows Riyadh Air to ensure that all regulatory standards imposed by the GACA and other aviation authorities are explicitly covered. Where an applicable regulation, rule or standard exists, the relevant section of the Operations Manual includes a header bar listing the applicable regulation and/or standard (example below).

Example Header:

GACAR § 121.123

The following regulations and standards addressed in this manual, include:

1. GACA Regulations:
 - a. PART 4 - OCCURRENCE REPORTING AND SAFETY INFORMATION SYSTEM
 - b. PART 5 - SAFETY MANAGEMENT SYSTEMS
2. IATA Standards Manual, applicable edition.
3. Aviation Investigation Bureau Regulations (AIBR).

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

0.12.1 Abbreviations And Acronyms

A	
ATC	Air Traffic Controller
B	
BCP	Business Continuity Plan
C	
CRM	Crew Recourse Management
CVR	Cockpit Voice Recorder
D	
DFDR	Digital Flight Data Recorder
DG	Dangerous Goods
E	
ERMT	Emergency Response Management Team
ERP	Emergency Response Plan
ERPM	Emergency Response Planning Manual
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
F	
F/O	First Officer
FAA	Federal Aviation Administration
FAC	Family Assistance Centre
FAP	Family Assistance Program
FAT	Family Assistance Team
FCOM	Flight Crew Operations Manual
FDR	Flight Data Recorder
FFRC	Family and Friends Reception Centre
G	
GACA	General Authority of Civil Aviation
GH	Ground Handling
GHA	Ground Handling Agent
H	
HR	Human Resources

EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Issue: 00

Revision: 00

Date: 18-Feb-24

I	
ICAO	International Civil Aviation Organization
J	
JFSOC	Joint Family Support Operations Centre
L	
LICC	Local Incident Control Centre
M	
MMC	Media Management Center
MMT	Media Management Team
N	
NOK	Next of Kin
NOTAM	Notice to Airmen
NTSB	National Transportation Safety Board
O	
OCC	Operations Control Center
OPS	Operations
P	
PAX	Passenger
PDA	Person(s) Directly Affected
PHA	Public Health Authority
PIC	Passenger Information Card
PIF	Passenger Information Form
PIL	Passenger Information List
PNR	Passenger Name Record
PPE	Personal Protective Equipment
PRC	Passenger Record Card
PTI	Positive Target Identification
R	
RA	Reunification Area
RUC	Reunification Centre
S	
SAT	Special Assistance Team
SOP	Standard Operating Procedure
SRC(A)	Survivors Reception Centre (Airside)

SRC(L)	Survivors Reception Centre (Landside)
T	
TEC	Telephone Enquiry Center
V	
VP	Vice President

0.12.2 Definitions

A	
Accident (according to ICAO Annex 13):	<p>An occurrence associated with the operation of an aircraft which, in the case of a manned aircraft, takes place between the time any person boards the aircraft with the intention of flight until such time as all such persons have disembarked, or in the case of an unmanned aircraft, takes place between the time the aircraft is ready to move with the purpose of flight until such time as it comes to rest at the end of the flight and the primary propulsion system is shut down, in which:</p> <ol style="list-style-type: none"> 1. A person is fatally or seriously injured as a result of: <ol style="list-style-type: none"> a. Being in the aircraft, or b. Direct contact with any part of the aircraft, including parts which have become detached from the aircraft, or c. Direct exposure to jet blast, <p>Except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or</p> 2. The aircraft sustains damage or structural failure which: <ol style="list-style-type: none"> a. Adversely affects the structural strength, performance, or flight characteristics of the aircraft, and b. Would normally require major repair or replacement of the affected component, <p>Except for engine failure or damage, when the damage is limited to a single engine (including its cowlings or accessories), to propellers, wing tips, antennas, probes, vanes, tires, brakes, wheels, fairings, panels, landing gear doors, windcreens, the aircraft skin (such as small dents or puncture holes), or for minor damages to main rotor blades, tail rotor blades, landing gear, and those resulting</p>



EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Issue: 00

Revision: 00

Date: 18-Feb-24

	from hail or bird strike (including holes in the radome); or the aircraft is missing or is completely inaccessible.
Accident investigation authority (according to ICAO Annex 13):	The authority designated by a State as responsible for aircraft accident and incident investigations.
Accredited representative (according to ICAO Annex 13):	A person designated by a State, on the basis of his or her qualifications, for the purpose of participating in an investigation conducted by another State. Where the State has established an accident investigation authority, the designated accredited representative would normally be from that authority.
Aircraft (according to ICAO Annex 13):	Any machine that can derive support in the atmosphere from the reactions of the air other than the reactions of the air against the earth's surface.
C	
Crisis Management Centre (CMC):	The Crisis Management Centre is the primary Riyadh Air decision-making center in the event of an Incident / Accident. All other centers, permanent or temporary, are subordinate to the Riyadh Air Crisis Management Centre and will furnish information and provide assistance to the Crisis Management Centre
E	
Emergency Call Centre (Telephone Enquiry Center)	Emergency Call Centre refers to the emergency facility and its personnel, established at the time of an aircraft incident or accident. The emergency call center is responsible for handling telephone calls from the public requesting information about passengers and crew on the affected flight.
Emergency Response:	Refers to any situation requiring activation of Riyadh Air emergency response procedures, such as, but not be limited to: <ol style="list-style-type: none">1. An aircraft accident (aviation disaster).2. Severe air turbulence.3. Act of unlawful interference.4. Natural and manmade disasters.5. Civil unrest.6. Act of war.
F	

EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Issue: 00

Revision: 00

Date: 18-Feb-24

Family Assistance Centre (FAC)	The Family Assistance Centre (FAC) is the focus of services for family members when they travel to the accident location. FACs are designed to meet the immediate and short-term needs of family members: safety, security, physiological needs (food, sleep), information (about the victim recovery and identification process, and the investigation), and emergency/grief counselling.
Family and Friends Reception Centre (FFRC)	The FFRC area serves as a meeting area for people awaiting the arrival or departure of the affected flight at the airport terminal to receive information about the flight and to receive support from the airline involved, after an aircraft accident.
Fatal Injury	To a person means, an injury that results in death within 30 days following the accident.
Flight Data Recorder (FDR):	A flight recorder is used to record specific aircraft performance parameters.
G	
Go Team:	<p>A specially constituted team of specialists and management with additional support personnel drawn up from Riyadh Air, Riyadh to carry out the following tasks:</p> <ol style="list-style-type: none"> 1. Provide assistance and support to the outstation that has been affected by the accident. 2. Implement the emergency response scheme when the accident has taken place outside the jurisdiction of an airport i.e., during the enroute phase of a flight. 3. Assist the authorities in the conduct of an accident investigation at the site of the accident. 4. Assist the ERC in the conduct of humanitarian and public relations tasks.
Go Team Leader	The Go Team Leader is the member of Riyadh Air Management in charge of the on-site organization, set up by Riyadh Air to manage all local airline post-accident activities pertaining to the accident. The Go Team Leader will be appointed by the Chief Executive Officer and will be sent from headquarters with the Go Teams.
H	

EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Issue: 00

Revision: 00

Date: 18-Feb-24

Human Remains	Human Remains is defined here as the body of a deceased person, in whole or in part, regardless of its stage of decomposition.
I	
Incident	An incident is an occurrence, other than an accident, associated with the operation of an aircraft that affects or could affect the safety of an operation.
M	
Major Accident	A Major Accident is an Aircraft Accident associated with the operation of the aircraft that takes place between the time any person checks in for a flight until such time as they have retrieved their luggage after the flight, in which there has been at least one fatality among passengers or crew (Not including death by natural causes).
Minor Accident	A Minor Accident is an Aircraft Accident associated with the operation of the aircraft that takes place between the time any person checks in for a flight until such time as they have retrieved their luggage after the flight, in which any person suffers a serious injury (but no death) or in which the aircraft receives substantial damage or there is serious damage to property.
Minor Damage (Aircraft)	To an aircraft means damage that requires repair, but which is easily repairable.
Minor Damage (Property)	To property means damage to, caused by an aircraft in operation that can be restored to a serviceable condition by simple repairs or replacement.
Minor Injury	To a person is an injury that: <ol style="list-style-type: none"> Requires medical treatment, but which cannot be classified as a serious injury. It includes simple fractures of fingers, toes or. Does not require hospitalization and medical treatment for more than 48 hours.
P	
Passenger Information Desk	An information desk was established during an emergency to provide information to the public. Serious Injury: To a person is an injury that:

EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Issue: 00

Revision: 00

Date: 18-Feb-24

	<ol style="list-style-type: none"> Requires hospitalization and medical treatment for more than 48 hours. This results in a fracture of any bone, except simple fractures of fingers, toes or nose. Involves lacerations, which cause severe hemorrhages, nerve, and muscle or tendon damage. Involves second and third-degree burns, or any burns that involve more than 5% of the total body surface.
S	
Station Nearest	Is the Riyadh Air Station located with nearest response time to the accident site?
State of Manufacture (according to ICAO Annex 13)	The State having jurisdiction over the organization responsible for the final assembly of the aircraft, engine, or propeller.
State of Occurrence	The State in the territory of which an accident or incident occurs.
Survivor:	A victim who is not fatally injured because of the aircraft accident.
V	
Victim	An occupant of the aircraft, or any person outside the aircraft, who is unintentionally directly involved in the air accident. Victims may include the crew, revenue passengers, non-revenue passengers and third parties (ICAO Doc. 9998).
W	
Walking Injured	Is an injured passenger or crewmember who has survived the aircraft accident, has been evacuated from the aircraft, and is walking on his own in the crash site area. The walking injured may be disoriented and may suffer from internal injuries and hence must be guided to a safe area and not left alone.



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.12 ABBREVIATIONS, ACRONYMS AND DEFINITIONS

Issue: 00

Revision: 00

Date: 18-Feb-24

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0.13 SYSTEM OF AMENDMENT AND REVISION

0.13.1 Manual Ownership

The Vice President Corporate Safety, Security, Quality and Environment (VPCSSQE) is responsible for overseeing Emergency Response Manual (ERM) and serves as the Manual Owner. All revisions to the manual undergo a structured approval process.

The VPCSSQE has the final authority to approve amendments to ERM. This emphasizes the manual owner's significance in ensuring document accuracy and compliance. Any amendments that require GACA approval or acceptance are submitted for review before they are published.

To ensure efficient dissemination of information, all approved amendments are shared electronically with manual holders. This aligns with Riyadh Air's commitment to transparent and accessible communication of operational updates.

This systematic approach reflects Riyadh Air's dedication to upholding rigorous standards in operational documentation.

0.13.2 Manual Holder Responsibility

No relevant personnel within the operational framework may perform their duties without access to a current copy of the ERM. This policy highlights the importance of real-time information in creating a safe and efficient operational environment. Regular manual updates not only help conform to regulations but also enhance the overall effectiveness of our personnel in carrying out their responsibilities with precision and in accordance with industry best practices.

Note: *Uncontrolled copies of this Manual shall not be used.*

0.13.3 Distribution List and Availability

GACAR § 121.151 / § 121.155

At Riyadh Air, all operational personnel are provided with an updated electronic copy of this manual along with other relevant manuals. Subsequent updates are also given to the appropriate personnel, including but not limited to ground operations staff, maintenance staff, crew members, and assigned GACA representatives.

It is mandatory for the recipients of these manuals to keep them up to date with the provided changes and additions.

0.13.4 Publication Hierarchy

IOSA ORG 2.5.3

Refer to Corporate Policy Manual Section 0.13.4.

0.13.5 Manual Structure

The Emergency Response Manual is divided into 8 chapters and Appendices, as shown below:

- 0 FRONT MATTER
- 1 POLICY AND MANAGEMENT
- 2 CRISIS NOTIFICATION AND ACTIVATION
- 3 CRISIS MANAGEMENT CENTER
- 4 CRISIS MANAGEMENT
- 5 GO TEAM
- 6 CRISIS COMMUNICATIONS
- 7 FAMILY ASSISTANCE PROGRAM
- 8 TRAINING
- 9 APPENDIX

0.13.6 Source of Amendments

Refer to Corporate Policy Manual, Section 0.13.6.

0.13.7 Referenced and Linked Documents

ERM is interconnected with the following Regulations and Manuals. When changes are made to any of the below Regulations or Manuals, Riyadh Air undertakes a review of the relevant changes for incorporation into ERM.

1. GACAR - Safety Regulations.
2. CPM - Corporate Policy Manual.
3. Corporate Safety Management Manual (CSMM).

0.13.8 Format and Documentation Control Requirements

IOSA ORG 2.5.1 / ORG 2.5.3

Refer to Corporate Policy Manual, Section 0.13.8.

0.13.9 Error Reporting and Corrections and Suggestions for Improvement

All personnel are responsible for maintaining the accuracy and integrity of Riyadh Air's operations. If an employee comes across an error, notices any incorrect information in this manual or has a suggestion, they should report it to the Safety office. They will acknowledge receipt of the information and provide feedback to the concerned employee on their suggestion, the action taken to fix the error or update the information.



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

0 FRONT MATTER

0.13 SYSTEM OF AMENDMENT AND REVISION

Issue: 00

Revision: 00

Date: 18-Feb-24

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DRAFT

1 POLICY AND MANAGEMENT

1.1 EMERGENCY RESPONSE POLICY

This Emergency Response Manual (ERM) aims to provide Riyadh Air personnel with the guidance, information, and charter of duties necessary to respond effectively to any abnormal occurrences that may disturb the normal operations. The ERM shall be readily accessible to all employees and other relevant organizations via Orlando and distributed as per Corporate Policy Manual.

These procedures are designed to ensure that all response efforts are aligned with Riyadh Air's priorities listed below:

1. Activation of Crisis Management Team (CRT) for prompt assessment of the emergency situation activation of appropriate response including notification by CRT to resolve the crisis.
2. Facilitate the provision of assistance to passengers and employees.
3. Define the methods of liaison with the state administration.
4. Facilitate the protection of the Company's reputation and help maintain the Company's regular activity to the highest achievable level.
5. Facilitate the restoration of Company operations to an entirely normal state.

Act as the interface of Riyadh Air with other associated organizations during Crisis.

1.1.1 Related Policies

1.1.1.1 Handling Of News Media

The Crisis Communications Center (CCC) is the nexus for all communications among the teams involved in disaster recovery. It serves to eliminate confusion, establish confidence among working partners, and act as the single point of contact between the organization and all external bodies.

Not all communications will be routed through the CCC, but it will set the rules by which all disaster recovery communications will be conducted.

CMT will act as update feeder for the CCC as CMT will be managing the crisis logistically and coordinating with legal bodies.

The CCC is a single point of contact between RXI, its leadership, and the outside world. The CCC works in conjunction with the CMT that will convey with immediate effect in times of crisis.

CCC is the only authorized body to publicly comment on behalf of the airline, all other concerned parties can send info to CCC but can't make any public comment or appearance.

The following are some important pointers on the handling of news media:

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.1	EMERGENCY RESPONSE POLICY

Issue:	00
Revision:	00
Date:	18-Feb-24

1. As a reiteration to this policy during the crisis the Crisis management team member from Ground operations shall instruct all Station Manager/GHA to advise their personnel of this company policy, prohibiting any statement or comment on the accident.

All communications related to the accident shall be regarded as highly confidential.

Before releasing the passenger names to the public, the Director CCC shall confirm with FAP Manager that the family members have been notified and there is a concurrence from the families to release the list for public.

It shall be a violation of this policy for any Riyadh Air official or employee to discuss in public or give any statement on any accident to the news media or any party without official interest in the investigation of the accident, unless officially authorized herein. Such violation shall be dealt with administratively.

1.1.1.2 Confidentiality Policy on Disclosure of Information

The passenger's name list remains confidential and classified until publication becomes possible. Passenger name lists will be issued after verification of passenger names is accomplished. Immediately the families of the accident victims will be notified.

Before releasing the passenger names to the public, the Director CCC shall confirm with FAP Manager that the family members have been notified and there is a concurrence from the families to release the list for public.

No information regarding the accident investigation will be communicated to the public.

1.1.1.3 Call Home First Policy

"Call Home First" policy for employees will help as it requires airline personnel to call home as soon as they receive notification of an accident to confirm to their families that they were not involved, and they are safe.

1.1.1.4 Preservation, Production and Use of Flight Data

In the event of an accident or serious incident requiring immediate notification to the authority, the crisis director shall instruct the V.P. Technical to remove the CVR and the FDR unit (depended on the nature of Accident/serious incident) till further instructions.

The removed CVR and FDR units or the downloaded data shall be made available to the investigation authority.

1.1.1.5 Family Assistance Policy

The Crisis Director of RXI, GHA of RXI and or Blake Emergency in association with the Airport authority and other govt. bodies will ensure:

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.1	EMERGENCY RESPONSE POLICY

Issue:	00
Revision:	00
Date:	18-Feb-24

1. Secure and private facilities at the affected departure, arrival, and intermediate airports, are provided for survivors and family members of the accident victims.
2. Secure accommodation for survivors and family members and transportation from their point of origin to a location near the accident site is provided together with transportation from the accommodation to the accident site, where the nature and safety of the accident site permits.

DRAFT

EMERGENCY RESPONSE MANUAL

1 POLICY AND MANAGEMENT

1.2 STRATEGIC OBJECTIVES OF THE CORPORATE EMERGENCY RESPONSE PLAN

Issue: 00

Revision: 00

Date: 18-Feb-24

1.2 STRATEGIC OBJECTIVES OF THE CORPORATE EMERGENCY RESPONSE PLAN

The objectives of Emergency Response Plan are to:

1. Ensure initial notification and activation of Emergency Plan of Riyadh Air.
2. Ensure orderly and efficient transition from normal to emergency operations.
3. Be able to manage Crisis Communications (internal/external/other stakeholders etc.) issues in such a way that all appropriate aspects of 'brand, image and reputation' are at least maintained and where possible, enhanced.
4. Outline tasks to be undertaken by each member of the Crisis Management Team.
5. Detail the actions required for effective response to emergencies.
6. Ensure timely notification to the regulatory bodies and families of the accident victims.
7. Ensure adequate resources for the Emergency Response management.
8. Ensure timely activation of Third-Party Service Providers.
9. Ensure timely deployment of the GO Team if required.
10. Ensure a well-equipped and maintained Crisis Management Centre (CMC) and Media Management Centre (MMC) in Riyadh Air.
11. Ensure that all outstations of Riyadh Air have received relevant checklist/documents, sufficient training and all communication related to ERP.
12. Establish, train, exercise, maintain, monitor, and review an effective, efficient, expeditious and adequately resourced command, control, coordination and communication system.
13. Provide for an adequately manned, trained, exercised, and resourced Emergency Call Centre facility, charged with providing relevant and accurate information and other services to associated family, relatives and friends of Riyadh Air aircraft accident victims, in the shortest practicable time scale. This facility may be outsourced but strategic management of the same shall be retained by the airline.
14. Ensure that detailed measures are taken to effectively recover from an emergency and return to normal as soon as possible.

1.3 TYPES OF EMERGENCIES

1.3.1 Emergency Categories

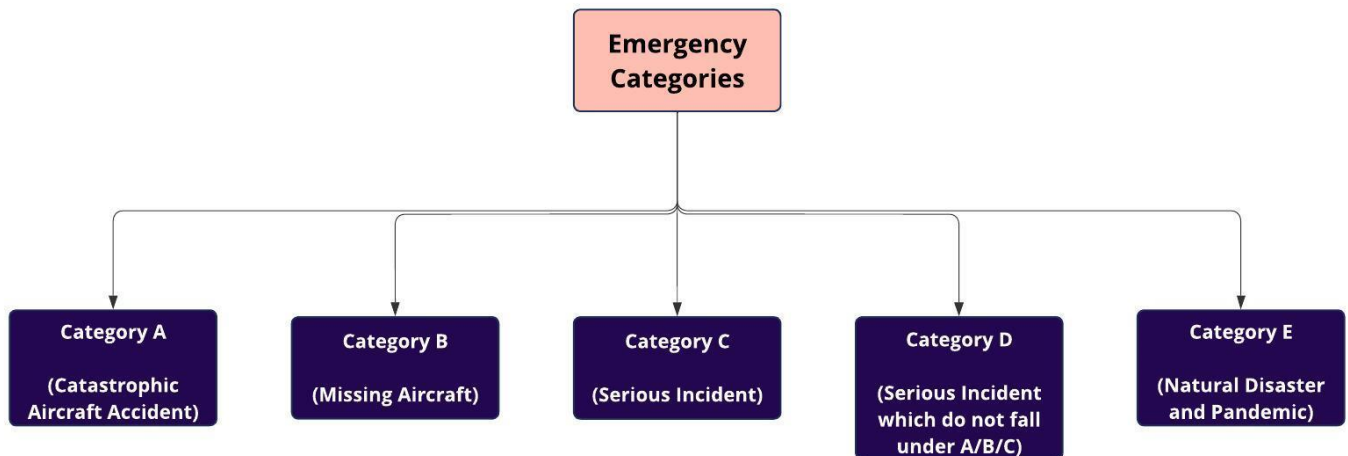


Figure 1- Emergency Categories

1.3.2 Description

EMERGENCY CATEGORIES	Description
Category – A (Catastrophic Aircraft Accident)	<p>Catastrophic Aircraft Accident - Full Activation</p> <p>An accident that results in apparent complete destruction of an aircraft, and probable complete or heavy loss of life. Aircraft involves structural break-up of the major components by impact, explosion or fire, and the aircraft is apparently beyond restoration.</p> <p>Notification to:</p> <ul style="list-style-type: none"> • AE • VPCSSQE • VPFO • VPTO • VPGO • VP Procurement • VP HR

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.3	TYPES OF EMERGENCIES

Issue:	00
Revision:	00
Date:	18-Feb-24

	<ul style="list-style-type: none"> VP IT Legal Counsel VP Treasury DCS DCSEC Director Cabin Crew Manager Crisis & Resilience Management CMC Admin/Log keeper
Category – B (Missing Aircraft)	<p>Missing Aircraft – Full Activation.</p> <p>An aircraft is considered to be missing when its position is unknown and, with the supply of fuel carried, or normally carried, it can no longer be airborne.</p> <p>Uncertainty Phase</p> <ul style="list-style-type: none"> No communication has been received from an aircraft within a period of thirty (30) minutes after the time scheduled position report should have been received. From the time of unsuccessful attempt to establish communications with such aircraft was first made, whichever is earlier. An aircraft fails to arrive within thirty (30) minutes of the time of arrival last reported or estimated by Flight Dispatch, whichever is later. <p>Notification to:</p> <p>Full CMT based on IAT Decision.</p>
Category – C (Serious Incident)	<p>Serious Incident - Standby</p> <p>A potential emergency exists when:</p> <ul style="list-style-type: none"> Flight below the minimum altitude, except in accordance with a normal arrival or departure procedure. Violation of controlled airspace. Near collision requiring an avoidance maneuver to avoid a collision, or an unsafe situation, or when an avoidance action would have been appropriate, whether the avoidance maneuver is given by an airborne collision and avoidance system resolution advisory, taken by the crew independently, or instructed by air traffic control.

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.3	TYPES OF EMERGENCIES

Issue:	00
Revision:	00
Date:	18-Feb-24

- Controlled flight into terrain only marginally avoided.
- A ground proximity warning system alert, except during landing and takeoff phases.
- A rejected takeoff above V1.
- Rejected takeoffs on a closed or engaged runway, on a taxiway, an unassigned runway, or other area not designated as a runway.
- Takeoffs from a closed or engaged runway, from a taxiway, an unassigned runway, or other area not designated as a runway.
- Landings or attempted landings on a closed or engaged runway, on a taxiway, an unassigned runway, or other area not designated as a runway.
- Gross failures to achieve predicted.
- performance during takeoff or initial climb.
- Fires and smoke in the passenger cabin, in cargo holds, or engine fires, even though such fires were extinguished by the use of extinguishing agents.
- An explosion on or in any part of the aircraft.
- events requiring procedures taken by flight crew to overcome an emergency.
- An event requiring the use of oxygen by a flight crewmember.
- Deployment of passenger oxygen masks.
- Failure of aircraft to pressurize the cabin or loss of cabin pressure.
- An evacuation of an aircraft in which an emergency egress system is utilized, where no serious injury is caused will classify the occurrence as accident.
- Uncontained engine failure; Loss of engine cowls (fan or core) or reverser components.
- Aircraft structural failures or engine disintegrations, including uncontained engine failures, are not classified as an accident.
- Aircraft structural damage caused by towing or by ground support equipment.
- Release of all or a portion of a blade from an aircraft.
- Collision with another aircraft or ground support equipment during aircraft movement under its own power.
- Multiple malfunctions of one or more aircraft systems seriously affect the operation of the aircraft.

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.3	TYPES OF EMERGENCIES

Issue:	00
Revision:	00
Date:	18-Feb-24

- Flight crew incapacitation in-flight.
- Fuel quantity requiring the declaration of an emergency by the pilot, or the aircraft's supply of useable fuel becoming so low (whether or not as a result of fuel starvation), that the pilot declares an emergency in flight.
- Fuel jettison.
- Runway incursions classified as severity A (ICAO Doc 9870).
- Unable to extend a landing gear for landing or wheels-up landing, except if substantial damage or serious injury is caused by the landing, which will classify the occurrence as an accident.
- Undershooting, over-running or running off the side of a runway during takeoff or landing, or any other similar occurrence.
- System failures, weather phenomena, operations outside the approved flight envelope or other occurrences, which could have caused difficulties in controlling the aircraft.
- Failures of more than one system in a redundancy system mandatory for flight guidance and navigation.
- Incorrect loading of passengers, baggage, or cargo, if the incorrect loading has a significant effect on the mass or balance of the aircraft.
- Serious damage to, or destruction of, any property outside the aircraft caused by contact with the aircraft or anything that has become detached from the aircraft.
- Declares an emergency/calls "MAYDAY".
- Has uncontrollable fire in flight.
- Has severe or uncontrollable vibration
- Engine is shut down or there is significant engine malfunction, its controls or fuel supply systems.
- Inadvertent slide deployment does not result in damage or injury.

Excursion:

- A serious incident in which an aircraft has an excursion from runway – overruns, excursion off the side of the runway resulting in damage to aircraft.
- Taxiway – excursion off the side of the taxiway – resulting in damage to aircraft.

Serious injury to a person is an injury that (inside aircraft):

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.3	TYPES OF EMERGENCIES

Issue: 00
Revision: 00
Date: 18-Feb-24

	<ul style="list-style-type: none"> Fatal injuries to a person are an injury that results in death. Requires hospitalization and medical treatment for more than 48 hours. Results in fracture of any bone (except simple fractures of fingers, toes or nose). Involves lacerations which cause severe hemorrhages, nerve, muscle, or tendon damage. Involves injury to internal organ. Involves second or thirds degree burns, or Any burns that involve more than 5% of the total body surface. <p>Notification to: IAT</p>
<p>Category – D (Serious Incident which do not fall under the above Categories)</p>	<p>Serious Incident which does not fall under the above Categories – Standby may lead to full activation based on IAT recommendation.</p> <p>The occurrences that may cause media impact or affect public confidence on aviation system are considered urgently reportable occurrences.</p> <p>The following list is non-exhaustive of such occurrences:</p> <ul style="list-style-type: none"> Unlawful interference. Bomb threat. Drone sighting affecting airport operations safety leading to temporary closure of the airspace. Death or serious injury of a person: <ul style="list-style-type: none"> that is intentionally self-inflicted. that is intentionally caused by another person. suffered by a stowaway in a part of the aircraft that is not usually accessible to crewmembers or passengers after takeoff. Any damage to the aircraft or property during an aircraft towing or parking; or The aircraft sustains structural damage, during maintenance or inspection activity, which has the potential to compromise the safety of the flight. <p>Notification to: IAT</p>

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.3	TYPES OF EMERGENCIES

Issue: 00
Revision: 00
Date: 18-Feb-24

<p>Category – E (Natural Disaster and Pandemic)</p>	<p>Natural Disaster and Pandemic - Standby may lead to full activation based on IAT recommendation.</p> <p>A weather standby/natural disaster is where weather conditions deteriorate or have deteriorate to a point where conditions could or have affected the safety of aircraft operations at airport. They are:</p> <ul style="list-style-type: none"> • Storm • Earthquake • Dam failures • Pollution (water, air, and soil) • Volcano eruption • Incessant rains and associated floods etc. • Pandemic <p>Notification to: IAT</p>
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Table 1 - Category Description

1.4 CRISIS MANAGEMENT

1.4.1 Composition

The Crisis Management Team (CRT) comprises the following:

1. Accountable Executive (AE) (Head of CMT).
2. VP Corporate Safety, Security, and Environment (VPCSSQE) (Alternate Head of CMT).
3. VP Flight Operations (VPFO).
4. VP Technical Operations.
5. VP Ground Operations and Airport Services.
6. VP Human Resources
7. VP Information Technology.
8. VP Corporate Communication
9. VP Treasury
10. Director Corporate Safety.
11. Director Corporate Security.
12. Director Flight Crew.
13. Director Cabin Crew
14. Manager Crisis & Resilience Management (MCRM).
15. General Counsel.
16. Other government agencies as applicable. (Optional).

Additionally, the Manager Crisis & Resilience Management (MCRM) ensures the Company log of events is maintained and the appropriate emergency processes and procedures are followed.

Other managers may be requested to join CRT for specific briefings/tasks occasionally.

Note: Optional members shall be invited to CRT only based on a decision by the Head of CMT.

1.4.2 Deputies

In the absence of the Accountable Executive, VPCSSQE, and VPFO or their delegates, the remaining members of CMT shall vote to select an alternate Head of CMT to ensure consistency in decision-making and sufficient subject expertise. Alternate Head of CMT shall receive a majority vote from participating members.

1.4.3 VP Corporate Safety, Security, Quality and Environment

As a member, the CMT is accountable for the overall effectiveness of Riyadh Air response to any emergency, the VPCSSQE has the AE's authority to implement/direct any remedial measures they consider appropriate to the circumstances during any emergency to ensure the integrity of the CMT member's response.

1.4.4 Roles

1.4.4.1 Individual Responsibility

Individual responsibilities specific to the designation/role and that person's responsibilities to the CMT are outlined in this section.

Note: In Case any member is not available due to any reason, his delegate shall be present.

1.4.4.1.1 Accountable Executive (AE)

The AE is the head of the CMT and ensures that the following CMT duties are completed:

1. Ensure that the post holders initiate a wider call.
2. Ensure resources are available to Post Holders for the execution of ERM functions.
3. Ensure accurate flow of information within the CMT.
4. To ensure logistical arrangements for the activation and transportation of emergency support teams.
5. Monitor the implementation of organizational business continuity plans.
6. Review business continuity plans.

1.4.4.1.2 VPCSSQE

1. Ensure accurate flight information from OCC reaches the CMT in a timely manner.
2. Ensure notification AIB/GACA.
3. Ensure ground operations notifies applicable stations.
4. Decide Go Team activation in conjunction with CMT members and approval from the AE.
5. Establish Department Support Team.
6. Update the AE periodically.
7. Monitor the implementation of departmental business continuity plans.

1.4.4.1.3 VP Flight Operations

1. Ensure Operational information from OCC is accurate.
2. Ensure planned flights are monitored and any business-critical gaps occurring due to CMT activation is identified and shared with the CMT.
3. Monitor the implementation of departmental business continuity plans.
4. Establish Department Support Team.
5. Monitor the implementation of departmental business continuity plans.

1.4.4.1.4 VP Technical Operations

1. Ensure all maintenance records and technical history of the affected aircraft are secured.
2. Ensure copies of the records are available with CMT.
3. Ensure department staff for the GO team are available in a timely manner.
4. Ensure proper coordination for technical assistance at the site of the emergency.
5. Ensure liaison with Aircraft and engine manufacturer.
6. Initiate aircraft recovery if applicable.
7. Establish Department Support Team.
8. Ensure the maintenance schedule is adjusted to cover business continuity gaps.
9. Monitor the implementation of departmental business continuity plans.

1.4.4.1.5 VP Treasury

1. Ensure funds and credit cards are available with AE approval.
2. Establish Department Support Team.
3. Advise CMT of financial matters.
4. Ensure approved vendors are available to provide supplies for the emergency response efforts.
5. Monitor the implementation of departmental business continuity plans.

1.4.4.1.6 VP Ground Operations and Airport Services

1. Ensure transportation coordination at the Base and site of the emergency.
2. Ensure liaison with finance for hotel accommodation and ground transportation.
3. Ensure adequate GHA staff are available.
4. Establish Department Support Team.

5. Monitor the implementation of departmental business continuity plans.

1.4.4.1.7 Director Corporate Safety (DCS)

1. Ensure AIB/GACA Notification.
2. Ensure the emergency kits are available for the GO team.
3. Lead the Go Team.
4. Coordinate with AIB if AIB takes over the emergency site.
5. Preserve all site evidence, if applicable.
6. Establish a department support team.
7. Monitor the implementation of departmental business continuity plans.

1.4.4.1.8 Director Corporate Security (DCSEC)

1. Ensure collection of Crew statement on the event.
2. Preparation of internal event report.
3. Secure all documentation.
4. Ensure the positioning of the security team at the place of the event.
5. Ensure the security of employees as well as Riyadh Air offices and facilities from media people or other persons who want to inquire about the emergency.
6. Monitor the implementation of departmental business continuity plans.
7. After getting the instruction from CMT, inform the GACA Airport Security and Airport Security Committee.
8. Ensure the security staff are briefed about the serious incident/Accident.
9. Ensure and liaison with the Airport staff/GHA/RXI representative for an update about the involved aircraft, baggage and casualties are guarded by the local police.

1.4.4.1.9 VP Information Technology (VPIT)

1. Provide and supervise all possible means of communication and assistance at the CMT and accident site.
2. Locking down all systems, protecting quarantining and safeguarding all electronic information and data.
3. Prepare a contingency plan for relocating emergency communication equipment to the required locations.

EMERGENCY RESPONSE MANUAL

1	POLICY AND MANAGEMENT
1.4	CRISIS MANAGEMENT

Issue:	00
Revision:	00
Date:	18-Feb-24

4. Monitor the implementation of departmental business continuity plans.
5. Help other departments in securing digital evidence.
6. Coordinate with Corporate Communication for Grey Webpage if situation arises.
7. Provide IT support to CMC.

1.4.4.1.10 General Counsel

1. Support internal departments relating to liability issues resulting from the emergency.
2. Provide input on any legal aspects of contact with the regulatory agencies and/or authorities (National/International).
3. Determining the most appropriate legal responses/advice related to situations as they occur.
4. Collecting, validating, and organizing all factual information about the event to prepare communication releases.
5. Monitor the implementation of departmental business continuity plans.
6. Vetting communications to family and friends of affected passengers
7. Advise on immediate compensation for affected passengers, next of kin, and employees.
8. Monitoring Blake from the legal point of view for actions and decisions recommended.

1	POLICY AND MANAGEMENT
1.5	AIRCRAFT RECOVERY

Issue:	00
Revision:	00
Date:	18-Feb-24

1.5 AIRCRAFT RECOVERY

It is the responsibility of Riyadh Air to ensure the removal of the disabled aircraft once it has been released by the Local Authority. Riyadh Air shall activate its aircraft recovery/removal plan and is responsible for the expeditious removal of its aircraft from the runway/movement area (if applicable).

The Airport will provide all required assistance for the removal, in addition Riyadh Air has a contract with external service provider for the disabled aircraft removal plan. The Aircraft Recovery Kit will be released to Riyadh Air as per the request.

The service providers provide the kits along with the necessary manpower for the operation of the kit to assist in aircraft recovery.

VP Tech Ops (VPTO) is responsible to do the necessary arrangement to ship the above kit to the serious incident/accident site, as per the requirement.

DRAFT

2 CRISIS NOTIFICATION AND ACTIVATION

2.1 EMERGENCY PHASES

Phases	Criteria
Uncertainty	<ol style="list-style-type: none"> 1. First attempt to establish communication – Unsuccessful, or when. <p>The aircraft is experiencing difficulties where it is advisable to declare the uncertainty phase.</p>
Alert	<ol style="list-style-type: none"> 1. Multiple failed attempts to reestablish communication with the aircraft or no information about the aircraft. 2. Failed communication with the aircraft after obtaining landing clearance. 3. Information has been received which indicates that the operating efficiency of the aircraft has been impaired to the extent that it may jeopardize the safety of the aircraft and its occupants. 4. An aircraft is known or believed to be the subject of unlawful interference. 5. Alert from Crew - PAN PAN.
Distress	<ol style="list-style-type: none"> 1. Following the alert phase, further unsuccessful attempts to establish communications with the aircraft and more widespread unsuccessful enquiries point to the probability that the aircraft is in distress, or when. 2. The fuel on board the aircraft is considered to be exhausted or to be insufficient to enable the aircraft to reach safely, or when. 3. Information is received or it is reasonably certain that the aircraft is about to make or has made a forced landing. 4. Failing to arrive 30 mins after ETA, whichever is the later except when no doubt exists as to the safety of the aircraft and its occupants; or 5. No Communication with aircraft after 30 minutes from the prescribed time of communication. 6. Alert from Crew – May Day May Day.
Termination	A cancellation of a previously issued emergency.

Table 2 - Emergency Phases

2.2 NOTIFICATION SYSTEM

2.2.1 Initial Assessment Team (IAT)

IAT Members	Role
Accountable Executive	Voting Member
VP Corporate Safety, Security, and Environment	Voting Member
VP Flight Operations	Voting Member
VP Technical Operations	Voting Member
VP Ground Operations and Airport Services	Voting Member
Director Corporate Safety	Observer
Manager Crisis and Resilience Management (MCRM)	Observer

Table 3 - IAT Members

2.2.1.1 Initial Assessment Team Notification Process

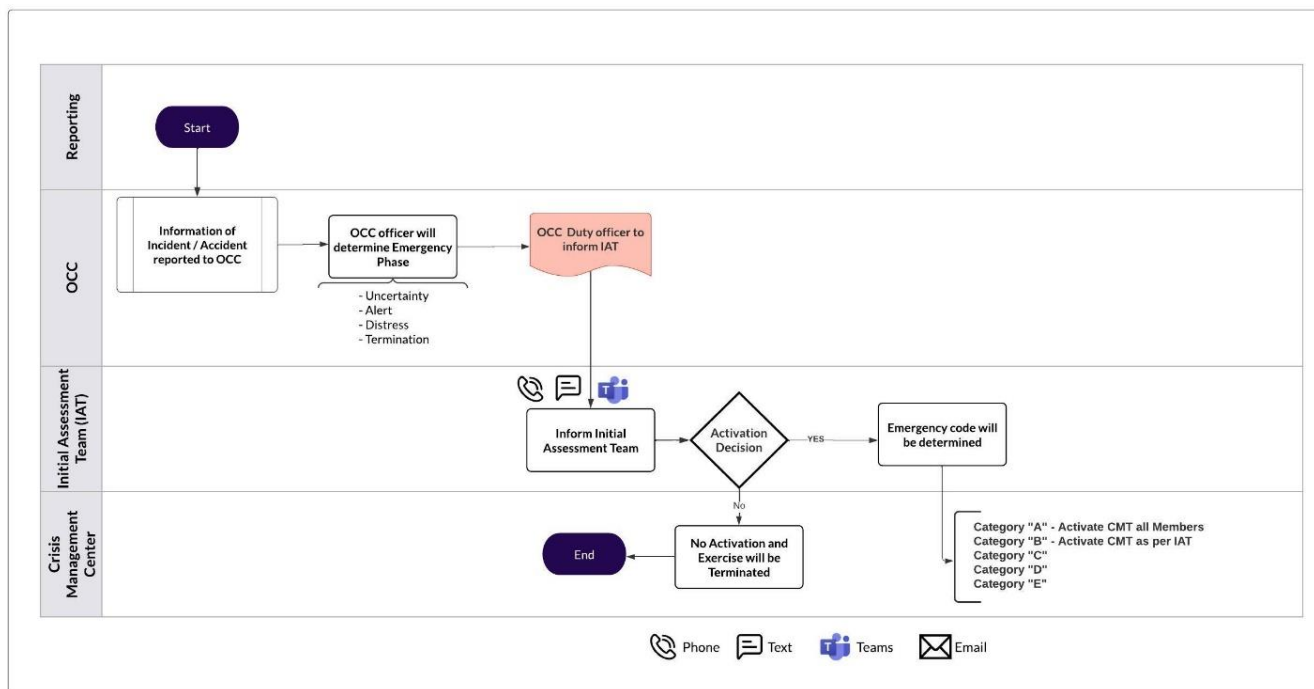


Figure 2 - Notification Process

1. Upon receipt of notification of any potential, developing, or actual emergency, the OCC will determine the emergency phase and immediately contact the Initial Assessment Team (IAT) through Blake notification system.
2. The OCC duty officer shall arrange a conference call with the Initial Assessment Team by suitable means (Phone, Text, or MS Teams) and will inform them about the emergency.
3. Initial Assessment Team discuss the nature, severity, and situation to decide the activation of the emergency and will determine the emergency Category in case of activation.
4. IAT shall vote to select the emergency category to determine if activation of the CMT is required.
5. Regardless of the circumstances, the Initial Assessment Team must decide regarding the activation of CMT within 15 minutes of receiving the initial call from OCC.
6. In case notification system is not working or OCC is not able to contact IAT members through system notification, OCC shall use IAT directory.
7. When calling the IAT, the OCC is to make one call only to everyone based on one primary number passed by that member to the OCC. If the primary person is uncontactable, then the OCC shall move to the alternate contact. Refer to [Appendix 1](#) - IAT contact directory.

2.2.2 Crisis Management Team Notification

2.2.2.1 Process

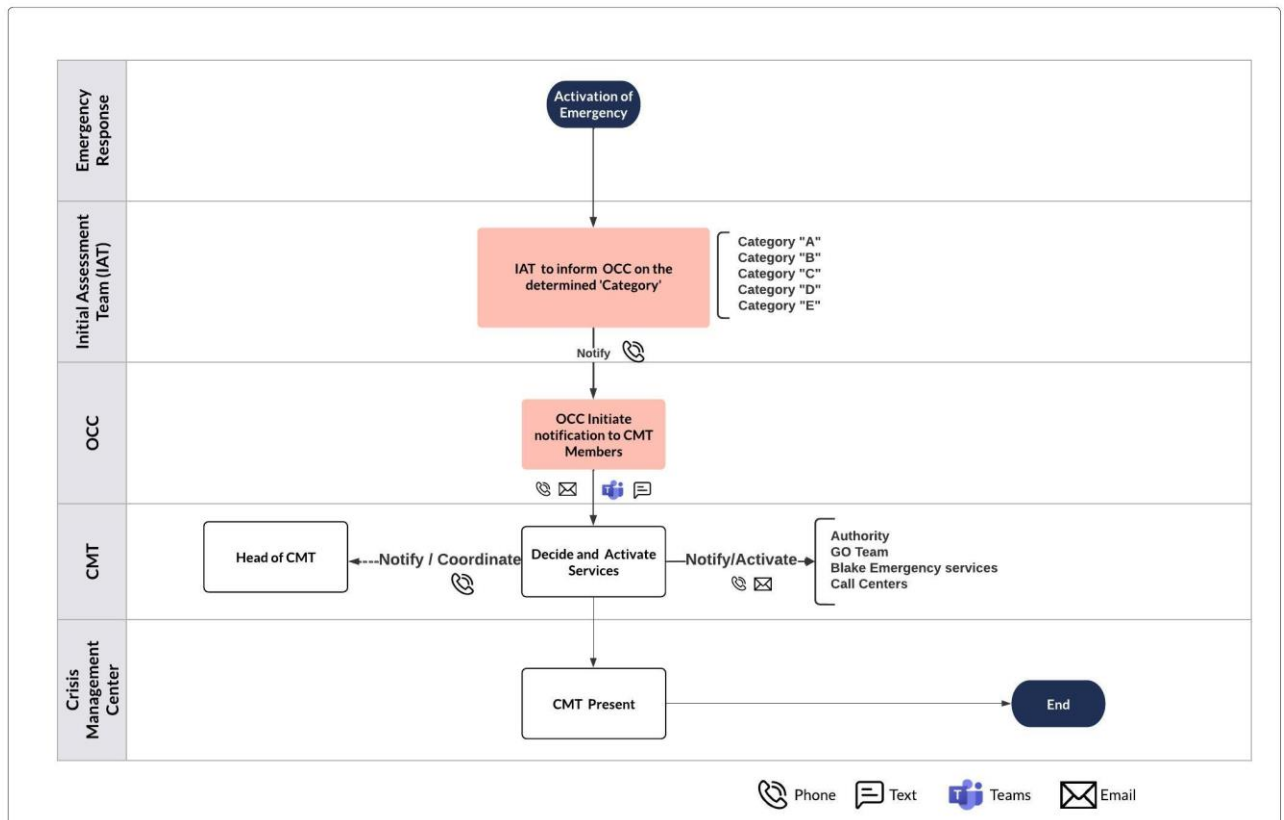


Figure 3 - CMT Notification Process

1. Post making decision regarding activation of emergency, IAT shall inform OCC of the determined Category.
2. Upon being advised by the Initial Assessment Team to initiate the response, the OCC immediately activates the CMT notification procedure.
3. Upon receipt of information from IAT, OCC shall initiate a notification to CMT members through Blake system (mass notification system) or MS Teams / Phone call. OCC shall ensure that each CMT member is notified.

2.2.3 Notification to Authority

The AIB/GACA shall be notified of all reportable aviation occurrences within the KSA under the provision of this Regulation or when it involves Saudi Arabian registered, operated, designed, or manufactured civil aircraft occurring outside KSA.

For details, refer to Corporate Safety Management Manual, Section 2.2.3.

2.2.3.1 Information to be provided to the AIB following the Notification.

1. Notifying entities shall submit to the AIB a written report detailing their account of the occurrence and their response as requested by the AIB; and
2. Flight crewmembers, post an aviation occurrence in which they are involved, if physically able, shall provide a statement to the AIB, setting forth the facts, conditions and circumstances relating to the occurrence. Otherwise, the statement shall be provided as and when they are able to do so.

2.2.3.2 Serious Incident/Accident Reporting to Authorities

AIBR, CH 4; GACAR PART 4.23

Each Serious Incident/Accident shall be reported by VPCSSQE to the AIB in compliance with the applicable regulation (AIBR). The report shall be submitted using the AIB Accident/Incident Reporting Form or an equivalent means as instructed by the AIB.

The report shall contain contact details of the Go Team and information required by AIBR, Chapter 4.5, which are as follows:

1. Aircraft make, model, type, flight number (if any), nationality, and registration markings.
2. Name of the registered owner and name of the operator of the aircraft.
3. Name and qualification of the Pilot-in-Command and the pilot certificate number.
4. Date and time (local time or UTC) of the accident or incident.
5. Last point of departure and point of intended landing of the aircraft.
6. The vertical and horizontal position of the aircraft with reference to some easily defined geographical point at the time of the event.
7. Details of the total number of persons aboard, number killed, number seriously injured, and number of minor injuries.
8. Type of accident or incident.
9. Prevailing weather conditions at the accident or incident site.
10. Extent of damage to the aircraft, so far as is known.
11. Damage to objects or structures on the ground, if any, and
12. Description of any explosives, radioactive materials, or other dangerous articles carried on board the aircraft.

In addition to notifying the AIB, the VPCSSQE shall also notify GACA using the Accident and Incident Notification Form or an equivalent means acceptable to GACA.

Forms and other requested documents can be sent to GACA-Safety & Risk Management Department at sd@gaca.gov.sa (in case of time pressure, the basic facts as a minimum shall be entered on the form).

2.2.4 Notification to Blake

Once a decision to activate Blake Emergency services was taken by CMT. The MCRM will activate services using [Appendix 3 – Blake Emergency Notification](#), and [Appendix 4 – Blake Activation Instruction](#).

DRAFT

3 CRISIS MANAGEMENT CENTER

1. The preparation of the emergency response center shall depend on the decision of the Initial Assessment Team.
2. All members of the CMT and other relevant personnel, depending on the nature of the occurrence, shall have access to the emergency response center.

3.1 LOCATION AND FACILITIES OF THE CRISIS MANAGEMENT CENTER (CMC)

1. The assigned executive meeting room at Riyadh Air office shall be used for the Crisis Management Center. During the CMT activation, the assigned meeting room will be locked, and the Director Corporate Security will appoint staff to control access. The CMC can accommodate approximately 10–15 persons and is equipped with furniture, primary and secondary communications equipment, information display(s), office equipment, stationery, and required facilities (e.g., rest areas, washrooms, kitchen, etc.).

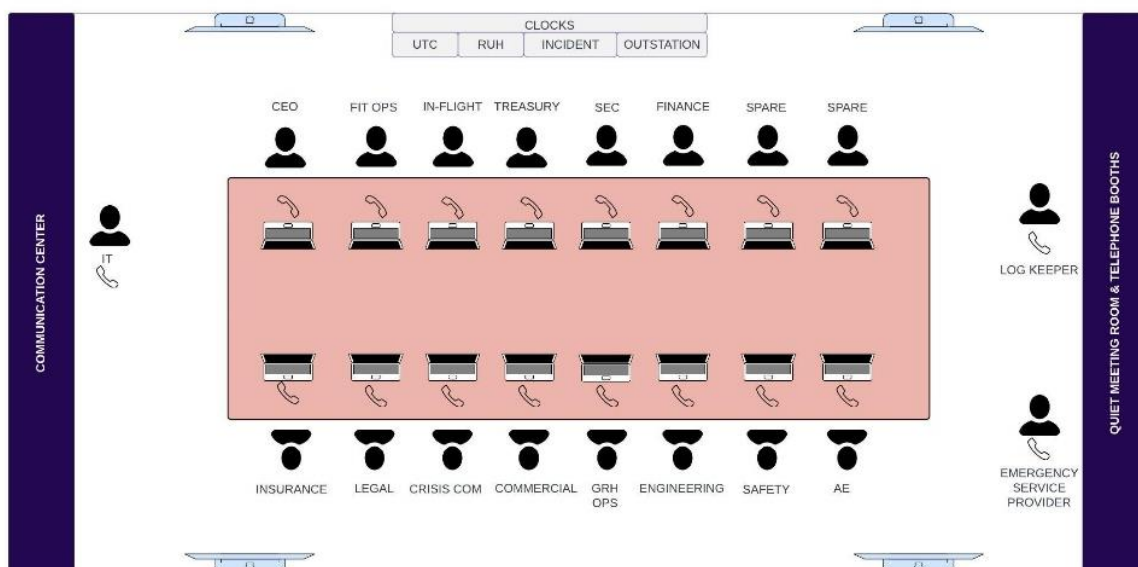


Figure 4 - CRC Layout

2. A secondary meeting room shall be prepared which can accommodate approximately ten people. It is not equipped with any telecommunication monitors, but this room could be used as a support room (for catering, rest, or any other relevant task).

EMERGENCY RESPONSE MANUAL

3 CRISIS MANAGEMENT CENTER

3.1 LOCATION AND FACILITIES OF THE CRISIS MANAGEMENT CENTER (CMC)

Issue: 00

Revision: 00

Date: 18-Feb-24

3. Access to the main room is limited to the members of the CMT. The support staff has additional access to the support room.

DRAFT

3.2 SUPPORT PROCESS

The OCC duty manager shall prepare a written report of the accident/incident and the passenger/crew/cargo manifest for the CMT in concurrence with Director OCC. The most up-to-date passenger manifest shall be obtained from occurrence station GHA/FBO. The OCC duty manager shall submit the prepared copies of the written report to the ERP manager.

Additionally, the OCC duty manager shall prepare a copy of the manifest for passengers, crew, cargo, and dangerous goods, if applicable, to be provided to AIB, GACA, and other appropriate authorities when requested.

The Manager Crisis & Resilience Management shall proceed to the CMC where members of the CMT should arrive, and Manager Crisis & Resilience Management shall collect more precise information about the accident/incident based on the following procedures:

1. The Manager Crisis & Resilience Management shall check the functioning of communication channels (at least two telephone lines with the recording function switched on, chargers for mobile/cellular phones, access to the Internet, whiteboard, fax machine).
2. The DCSEC shall inform the OCC and the Riyadh Air gate security guard at HQ that access to company facilities is restricted only to invited staff, and they shall ask the dispatcher on duty to ensure that the doors of the OCC remain locked.
3. The AE shall inform all staff of any preliminary information via mail.
4. The Manager Crisis & Resilience Management shall submit the passenger/crew's name list (Manifest) with all available information relating to medical conditions and other relevant details to contracted services (Blake).
5. If additional staff are necessary, DCSEC shall prepare the list of invited staff and send it to gate security.
6. The Director OCC will maintain communication with the Air Traffic Services that is dealing with the accident/incident. The Director OCC shall also record all possible contacts who could be used for communication with the accident/incident site.
7. The Manager Crisis & Resilience Management shall order catering for members of the CMT for the next 12 hours.
8. The Manager Crisis & Resilience Management shall maintain contact with the contracted services (Blake Emergency), and the insurance companies.

EMERGENCY RESPONSE MANUAL

3	CRISIS MANAGEMENT CENTER
3.2	SUPPORT PROCESS

Issue:	00
Revision:	00
Date:	18-Feb-24

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4 CRISIS MANAGEMENT

4.1 CRISIS MANAGEMENT OVERVIEW

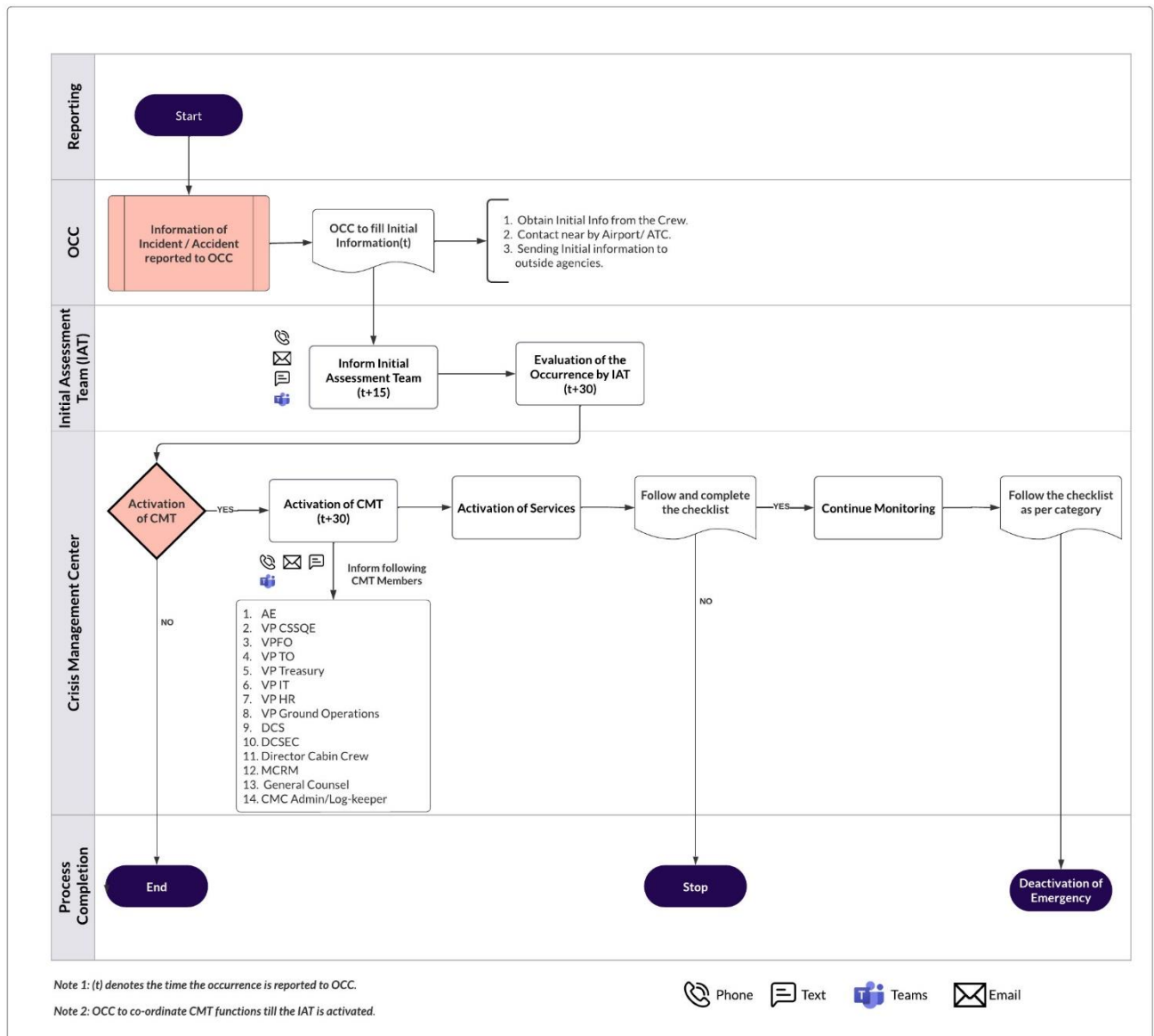


Figure 5 - Crisis Management Overview

4.1.1 Emergency Category “A” – Catastrophic Aircraft Accident

4.1.1.1 Master Checklist

Refer to Section XXX.

4.1.1.2 Individual Checklists

1. Accountable Executive - Refer to Section XX.
2. VPCSSQE - Refer to Section xx.
3. VP Flight Operations - Refer to Section xx.
4. VP Technical Operations - Refer to Section xx.
5. VP Treasury - Refer to Section xx.
6. VP Ground Operations - Refer to Section xx.
7. VP HR - Refer to Section XX.
8. Director Corporate Safety - Refer to Section XX.
9. Director Corporate Security - Refer to Section XXX.
10. Director Cabin Crew – Refer to Section XXX
11. Manager Crisis and Resilience Management - Refer to Section XXX.
12. General Counsel - Refer to Section XXX.
13. OCC Checklist - Refer to Section XXX.

4.1.2 Emergency Category “B” – Missing Aircraft

IAT shall decide activation if activation is needed refer [section 4.1.1](#) for checklists.

4.1.3 Emergency Category “C” – Serious Incidents - Standby

4.1.3.1 Master Checklist

IAT shall decide activation if activation is needed refer [section 4.1.1](#) for checklists.

4.1.4 Emergency Category “D” – Serious Incident Not Covered Under Category C

IAT shall decide activation if activation is needed refer [section 4.1.1](#) for checklists.

4.1.5 Emergency Category “E” – Natural Disaster and Pandemic

1. IAT will assess the situation and activate the CMT.
2. OCC will establish contact with CMT members.
3. The CMT shall follow the items mentioned below.
4. Once the CMT members reach the CMC, an initial briefing is conducted by the Head of the CMT.

4.1.5.1 Master Checklist

Refer to Section XX.

4.1.5.2 Individual Checklists

1. Accountable Executive - Refer to Section XX.
2. VPCSSQE - Refer to Section xx.
3. VP Flight Operations - Refer to Section xx.
4. VP Technical Operations - Refer to Section xx.
5. VP Treasury - Refer to Section xx.
6. VP Ground Operations - Refer to Section xx.
7. VP HR - Refer to Section XX.
8. Director Corporate Safety - Refer to Section XX.
9. Director Corporate Security - Refer to Section XXX.
10. Director Cabin Crew – Refer to Section XXX

EMERGENCY RESPONSE MANUAL

4	CRISIS MANAGEMENT
4.1	CRISIS MANAGEMENT OVERVIEW

Issue:	00
Revision:	00
Date:	18-Feb-24

11. Manager Crisis and Resilience Management - Refer to Section XXX.
12. General Counsel - Refer to Section XXX.
13. OCC Checklist - Refer to Section XXX.

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5 GO TEAM

5.1 INTRODUCTION

GO Teams are defined as emergency teams dispatched when there is an accident or a serious incident.

GO Teams comprise individuals who have sound knowledge or expertise in their respective fields. One of the major objectives of a GO Team is to get to the scene as fast as possible to organize, coordinate, support, and execute tasks.

A significant component of this response is to ensure a plan is in place for dispatching relief (on short notice), which is typically sent on priority flights to the accident site.

The advantage of GO team include:

1. It is a legal requirement in certain countries,
2. It is the best way to coordinate emergency response actions and victim support with other organizations (public and private), at the site of the accident,
3. The accident site is where "most things happen" (family member support, human remains identification, media attention, etc.), which is why it is essential to position airline representatives with decision-making authority at the site,
4. It can protect and enhance the company's reputation by demonstrating care for the victims and family members at the accident site.

5.1.1 The "Golden" Rules

1. The GO aircraft will takeoff within three hours of receipt of the first information regarding the incident.
2. GO Teams must NOT miss the departure. This means being prepared and mentally alert.
3. Do not look over your shoulders – go fully prepared.
4. Check your **emergency kit** periodically.
5. Each department should prepare and run drills with their GO Team members.
6. Each member of the team must be thorough with their role's responsibilities.
7. Remember that your actions reflect the image of Riyadh Air.

5.1.2 GO Team

A specially constituted team of specialists and management along with additional support personnel drawn up from Riyadh Air. They carry out the following tasks:

EMERGENCY RESPONSE MANUAL

5 GO TEAM 5.1 INTRODUCTION

Issue: 00
Revision: 00
Date: 18-Feb-24

1. Provide assistance and support to the Riyadh Air outstation that has been affected by an incident.
2. Implement the emergency response scheme when an incident has taken place outside the jurisdiction of the airport i.e. during the enroute phase of a flight.
3. Assist the authorities in conducting an accident investigation at the site of the incident.
4. Assist the CMT in providing humanitarian aid and executing public relations tasks.
5. This team should proceed to the incident site and consist of two sub-teams as follows:
 - a. **Forward GO Team:**
This team would primarily be responsible for accident investigation and any other assistance with outstation incidents. In addition to the Team Leader, it would comprise representatives from the following departments:
 - i. Engineering (Technical, Mechanical).
 - ii. Flight Operation.
 - iii. Safety.
 - iv. Security.
 - v. Medical Representatives.
 - b. **Rear GO Team:**
This team would be tasked with providing mainly humanitarian support to incident-affected passengers and crew at the site, and to meet the administrative and logistical requirements of both the GO Teams. The following departments are likely to be involved:
 - i. Corporate Communications and Public Relations.
 - ii. E-commerce.
 - iii. Baggage/Cargo Services.
 - iv. Communications.
 - v. Finance and Insurance.
 - vi. Human Resources.
 - vii. Legal.
 - viii. Security Engineering (Technical, Mechanical).
 - ix. Care Team volunteers for manning the Family Assistance Center.

5.1.3 GO Aircraft

1. A specially earmarked aircraft will be utilized for transporting the GO Team, along with its equipment, to the incident site or the nearest airport.
2. In case a Riyadh Air aircraft is not readily available, any other available aircraft will be requisitioned/chartered.
3. The GO Aircraft will be scheduled for takeoff within 3 hours of the receipt of the first report of the incident.

5.1.4 GO Team Leader

Flight Operations and Technical Operations will each nominate one suitable senior manager to assume the role of a GO Team Leader. Other members will be nominated for investigations, humanitarian support, and administrative and logistical support. These members will report to the GO Team Leader, who in turn will report directly to the head of CMT.

The GO Team Leader will be briefed personally by the head of CMT before departure. This briefing must be scheduled so that it does not delay the departure of the team.

5.1.5 GO Kit

Three types of GO Kit will be required for the GO Teams. These are:

1. Team kit for the Forward GO Team.
2. Team kit for the Rear GO Team.
3. Individual kits.

The team kits must be kept packed and ready by the ERP manager and stored at Riyadh Air office. The individual kits will be maintained by each member of the GO Team and kept either in their office or residence, where it can be picked up readily.

5.1.5.1 GO Kit Content

The contents of the Emergency Kit are as follows:

SL.NO	ITEM	QUANTITY
1	#2 PENCILS (SHARPENED)	12
2	ALKALINE D-CELL BATTERIES	6
3	BALLPOINT PEN (BLUE)	12
4	BLOODBORNE PATHOGENS PROTECTION KITS	6

EMERGENCY RESPONSE MANUAL

5 GO TEAM 5.1 INTRODUCTION

Issue: 00
Revision: 00
Date: 18-Feb-24

5	LAB REAGENT BOTTLES	12
6	FLASHLIGHT	4
7	DIGITAL CAMERA	1
8	DIGITAL RECORDER	1
9	MEDICAL KIT	1
10	MULTIPURPOSE KNIFE (SWISS ARMY-STYLE)	1
11	FABRIC GLOVES	12
12	OBTAIN "ON-SITE" TEAM BADGE FROM HR	1
13	PACKAGE OF ABSORBENT TOWELS	1
14	PACKAGE OF CLOTH RAGS	1
15	AVIATION RADIO RECEIVER	1
16	ROLL OF LARGE PLASTIC BAGS	1
17	STENO PADS	6
18	PERSONAL PPE KIT	6
19	AIRPORT SAFETY JACKETS	10
20	MAGNIFIER LENS, HEAD MOUNTED WITH LED LIGHT	1
21	HANDHELD GPS	1
22	LASER MEASURER	1
23	POWER TRAVEL ADAPTER	3
24	SURVIVAL COMPASS	1
25	PAPER TAPE	3
26	WALKIE TALKIES	2 SETS
27	FLASH DRIVE	1
28	VOICE RECORDER	1
29	CLIPBOARD	4
30	POWER BANK	1
31	MEASURING WHEEL SINGLE WHEEL MECHANICAL ODOMETER	1

Table 4 - GO Kit Content

5.2 MAJOR RESPONSIBILITIES

5.2.1 Go Team Leader

The Go Team Leader is responsible for the Go Team's overall tasks, which include:

1. Welfare of passengers and crew,
2. Protection of passengers and Riyadh air property,
3. Protection of Riyadh air rights, image, and evidence,
4. Coordination and cooperation with the investigation authorities,
5. Liaison with government and non-government agencies,
6. Disabled aircraft removal, and
7. The go team director may appoint agencies and/or staff to assist the team.

5.2.2 Investigation Coordinator

1. The Investigation Coordinator will be nominated by the CSSQE department and will be responsible for coordinating the collection of evidence and documents about the accident, investigating on behalf of Riyadh Air, and assisting the formal investigation into the accident.
2. They are the formal liaison person on behalf of Riyadh Air with the Accident Investigation Agency in charge in the country of occurrence, as well as the GACA in Saudi Arabia.
3. Requests for information and documentation from these agencies are directed to the Investigation Coordinator. They are responsible for the coordination of the production of documents, meetings, and crew statement-taking sessions, on behalf of Riyadh Air.
4. The Investigation Coordinator will depart to the scene of the accident with the Go Team to begin the investigation activity and liaise with the crew members and the Official Investigator-in-Charge.
5. If no formal investigation is called, they shall assist the Emergency Director in their tasks, as required.

5.2.3 Technical Coordinator

1. The Technical Coordinator is responsible for the collection and protection of technical evidence at the accident site and the removal of the aircraft wreckage or parts thereof, in coordination with the Official Accident Investigator-in-Charge.
2. They will be available from the Official Accident Investigator-in-Charge for all investigative activities.

5.2.4 Maintenance Mechanic-Field

1. The Maintenance Mechanic located at the station nearest to the accident site, is responsible for the preservation of technical evidence in connection with the accident flight, and for proceeding immediately to the accident site to ensure aircraft and personnel security and safety.
2. They will be available to the Official Accident Investigator-in-Charge of all investigative activities.

5.2.5 Operations Coordinator

The Operations Coordinator is responsible for ensuring the welfare of the crew, preservation of evidence, and assisting in the Riyadh Air internal investigation.

5.2.6 Security Coordinator

1. The Security coordinator is responsible for ensuring the security of Riyadh Air property, the aircraft, and all equipment at the accident site, nearest station, and locations where Riyadh Air sets up centers and offices.
2. They are also responsible for ensuring the property of passengers and crew is guarded at all times until released to its proper owner.

5.2.7 Media Coordinator

1. The Go Team Media Coordinator, in coordination with the CMT is responsible for the overall direction of media handling and public relations activities at the accident site, to maintain control of the information flow to the media and to maintain a good company image.
2. They shall assist the Go Team Leader and represent Riyadh Air at press conferences.

5.2.8 Baggage Coordinator

In the event of an aircraft accident, the Baggage Coordinator is responsible for the coordinated safekeeping, documenting, and release of checked baggage, cargo, passenger, and crew belongings at the site, in coordination with the GO team leader, Third Party Service provider, and the VP Ground Operations.

5.2.9 IT Coordinator

1. The IT Coordinator is responsible for activating and providing the GO Team with the required communication system to enable good and reliable communication between the Riyadh Air offices/centers in the accident site area and CMT.
2. They are also responsible for providing mobile communication equipment at the accident site area, and its distribution, serviceability, security, and return.

5.2.10 Medical Coordinator

The Medical Coordinator is responsible for providing medical advice, welfare, and support to the passengers, crew, and other persons affected by the accident.

5.2.11 Support Coordinator

1. The Support Coordinator is responsible for providing logistical support to the GO Team.
2. They will also assist the local manager at the nearest station, in resuming normal operations at the station.
3. They will be assisted in this task by representatives from Procurement, Finance, Legal, Insurance, and other departments as required.

5.2.12 Care Team

The Care Team is a critical part of Riyadh Air's Emergency Response and will be deployed in an incident to respond directly to either survivors and/or family members of victims of an aircraft disaster. They will provide initial and ongoing humanitarian and other support to incident victims in the days and weeks (possibly months in some cases) post the incident. The Care Team is designed to be deployed as a part of the GO Team, whenever required.

The Care Team is developed and trained on a tiered structure, which attempts to ensure appropriate management, guidance, and manpower to effectively respond to any circumstances.

At each location where the Care Team is required, there will normally be the following roles:

1. Care Team director with appropriate staff.
2. Care Team Coordinator (x 3 to cover 24/7 operations).
3. Care Team Leaders (1:10 Care Team members).
4. Care Team members (2:1 family/ unit or as required by the individual circumstances).

The Care Team offers the following services:

1. Emotional, physical, and financial support to incident victims.
2. 24/7 operation during a crisis.
3. Multi-language capabilities.
4. Delivery of status notification to family members on-site.
5. Accumulation of passenger and passenger family information.
6. Ongoing information and support to passengers and passenger families.



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

5 GO TEAM

5.2 MAJOR RESPONSIBILITIES

Issue: 00

Revision: 00

Date: 18-Feb-24

7. Immediate deployment to affected airports, designated hotels for surviving passengers, hospitals, and family hotels in the city/ town nearest to the accident site plus survivors' and family members' communities as appropriate to the circumstances of the incident.

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5.3 DEPLOYMENT OF GO TEAMS

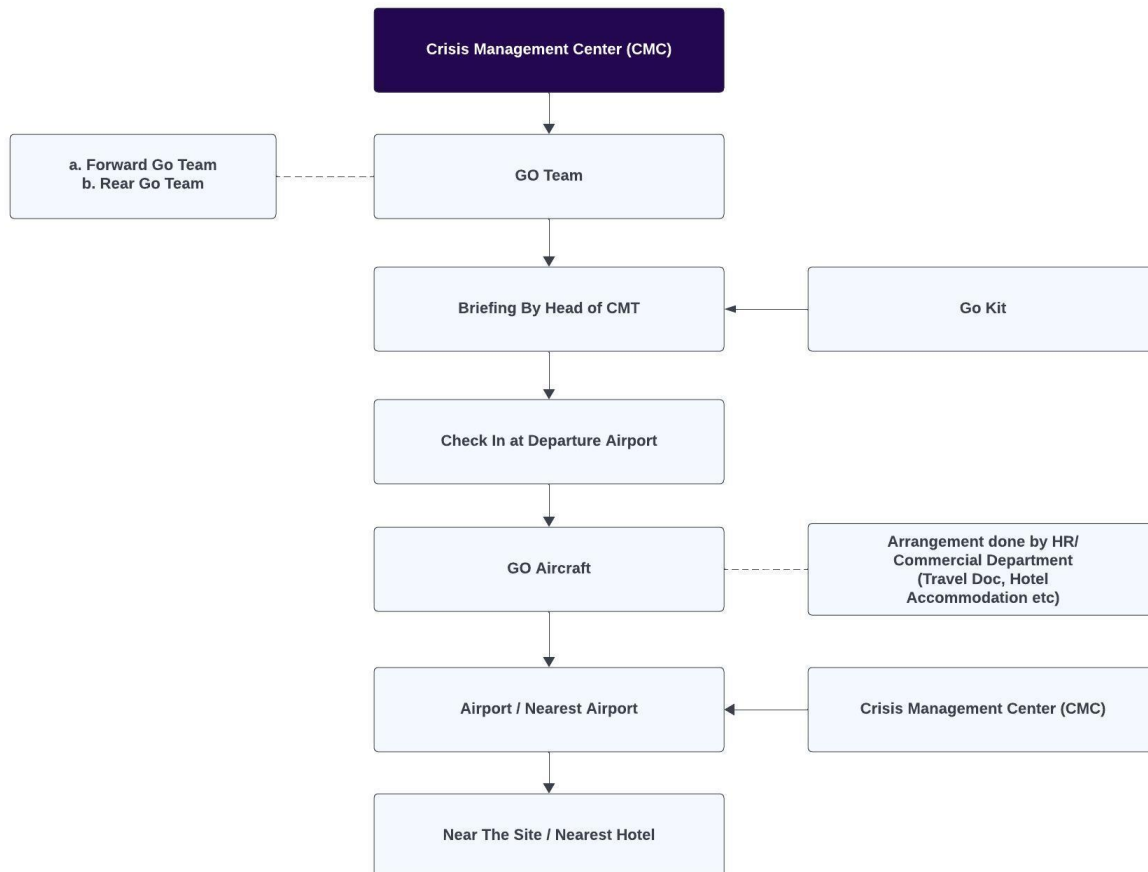


Figure 6 - Deployment Process

5.3.1 The Deployment of GO Teams

The procedure for the deployment of the Go Team will be as follows:

1. GO team will be deployed with the approval of the head of CMT.
2. Flight Operations will arrange for the GO Aircraft for takeoff within three hours of the emergency notification.
3. Each concerned department will immediately contact their GO Team members from their department and give executive orders for their move.
4. Go Team members are advised to use public transportation to report for duty as parking personal vehicles for the extended duration of deployment may be a problem.
5. All Go Team members will assemble at the airport office or head office (As per the instruction given during notification).

EMERGENCY RESPONSE MANUAL

5	GO TEAM
5.3	DEPLOYMENT OF GO TEAMS

Issue:	00
Revision:	00
Date:	18-Feb-24

6. The GO Team Leader will proceed to the CMT for a briefing by the Head of CMT. The remaining personnel will move to the airport and await the arrival of the Team Leader and confirmation of the readiness of the GO Aircraft.
7. Ground Operations will ensure the loading of the GO Kits in the GO Aircraft.
8. Leaders of each sub-group will brief their teams and build a tentative plan of action based on available information.
9. All members of the Field Go Team will check in with hand baggage (which should mainly comprise their individual GO Kits).
10. CMT will intimate them on the ETD from Riyadh and ETA at the destination/incident airport of the GO Aircraft.
11. The Departure Airport Manager of the Go Team will ensure a smooth check-in process for the Go Team.
12. The CMT will initiate visa requirements or special permits required for GO Team members as soon as it is activated. Arrival station airport manager will coordinate with local authorities to facilitate the customs and immigration process, if required.
13. Agencies providing emergency travel assistance may be contacted to expedite the process with CMT approval.

5.3.2 Actions on Arrival

1. Take photographs and if possible, videotape all activities, and collect news, articles, interviews, and other documents associated with the event for future reference.
2. Take custody of all baggage and personal items of passengers and crew when released by the applicable authority. Store these in a secure, protected, and guarded area.
3. All passenger items, regardless of condition, should be made available to be returned to the family. Before returning or viewing such baggage and personal items, the family should be first asked if they want items as-is or cleaned. If cleaned, the items should be made as presentable as possible. If possible, such items should be returned to the family personally.
4. Assist family members as they depart the site of occurrence and provide a contact person who will continue to be the airline's interface with the family after the family returns to their residence.
5. Reasonable expenses will be paid by Riyadh Air for the next-of-kin to visit a hospitalized passenger. The Go Team Finance Coordinator will provide the necessary approvals.
6. Identification of the deceased after they have been moved from the scene of the accident will be supervised by the local police. However, this should be coordinated with the Go Team.

EMERGENCY RESPONSE MANUAL

5	GO TEAM
5.3	DEPLOYMENT OF GO TEAMS

Issue:	00
Revision:	00
Date:	18-Feb-24

7. The hospital or applicable authority will provide Death Certificates and transportation permits. The aid of the coroner/medical examiner and mortuary will be taken for necessary information. The Riyadh Air Go Team will liaise with the authorities in this regard.
8. The selection of a mortician should be made by the family with notification to the Family Assistance Coordinator. Inform families that actual and/or reasonable expenses, including hospital or other medical expenses, mortician charges, the purchase of an approved, quality casket, and transportation of the remains as designated by the next-of-kin will be paid by Riyadh Air.
9. During discussions with a passenger and/or their representatives, exercise extreme care to avoid any response that could be construed as admitting liability on the part of Riyadh Air for the payment of expenses predicated upon responsibility for the occurrence of the accident.

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5.4 PARTICIPANTS IN THE INVESTIGATION

Within the context of the modern global aviation environment, it is unlikely that Riyadh Air will be required to conduct a full investigation on its own. It is more likely and following the State Accident/Incident Investigation Rule and ICAO Annex 13, Riyadh Air staff will participate in an official investigation as “participants” or “observers”. The investigation will normally be conducted by the aviation safety investigation agency of the state of occurrence.

Participants

Participants are individuals who are either recruited by the investigating agency to provide expertise or assistance to the investigation or who have a direct interest in the subject matter of the investigation and have requested that they be included in the investigation team. For example, accredited representatives of the operator employee’s associations/unions airframe and component manufacturers, and overseas investigators.

The participants in the investigation team will be dependent on the assessment of the expertise required for the agency to complete the investigation. Participants who are recruited become accredited investigators, with the authority to seek evidence under the guidance of the leaders of the group to which they have been appointed.

Participants can observe and participate in all aspects of the investigation, except the output of the Cockpit Voice Recorder (CVR). Consequently, they can:

1. Examine, identify, and recover wreckage,
2. Interpret the evidence, and
3. Perform other duties for which they are qualified.

Participants also act as the focus of communication between the investigation team and the department, company, or association that they represent. In this way, the use of participants will facilitate the acquisition of information from the various agencies, which might be required for the investigation.

Additionally, as an accredited investigator, participants may be required to represent investigation agencies at other inquiries, depending on the circumstances of the accident and the state in which it occurs.

Observers

As their title suggests, observers are allowed to monitor the investigation process and to observe some of the evidence. However, they are not authorized to seek information or interview witnesses and survivors.

Generally, observers are allowed under the supervision of an investigator to:

1. Visit the accident site,
2. Examine the aircraft and its contents

At the discretion of the Investigator-in-Charge, observers may be able to view evidence pertaining to:

1. The transportation activity at the time of the occurrence,
2. The operating crew involved,
3. Laboratory tests and analysis.

Observers of the investigation may be emergency service personnel, research workers in a field allied to aviation safety, or the next-of-kin of those involved in the accident. Equally, they may be accident investigators from other countries.

DRAFT



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

- 5 GO TEAM
- 5.4 PARTICIPANTS IN THE INVESTIGATION

Issue: 00
Revision: 00
Date: 18-Feb-24

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6 CRISIS COMMUNICATIONS

6.1 INTRODUCTION

The primary aim of Riyadh Air's Crisis Communications strategy is to mitigate and minimize any actual or potential adverse impact of a crisis on the airline's image, reputation, and business continuity. At the core of such a strategy is the understanding that mitigation should always be accomplished honestly, ethically and with the appropriate degree of care and compassion.

Corporate Communications (including any contracted Public Relation (PR) agencies/reputation consultant) need to be very familiar with the contents and requirements of this document and must also be aware of the various roles and responsibilities which they will almost certainly be called upon to perform - in the event of a catastrophic aircraft accident (or similar) directly or indirectly involving Riyadh Air.

Furthermore, the world-wide and real time nature of Riyadh Air operations means that emergency communications operations cannot be the sole responsibility of the corporate communications department at Riyadh Air. Such responsibility (to an appropriate, delegated and closely controlled degree), extends to all locations of the airline's network - and to nominating people at such locations. The airline's management shall ensure that all such nominated persons at all such locations are competent, proficient, and appropriately resourced in this matter.

6.2 CRISIS COMMUNICATION STRATEGY

The primary aim of the Riyadh Air Crisis Communication Strategy in responding to a catastrophic aircraft accident or major incident is to mitigate and minimize any actual or potential adverse impact of an emergency on Riyadh Air's image, reputation, and business continuity. by ensuring that the company is perceived as handling the incident with control, competence, care, compassion, and honesty. This will be achieved by:

1. Competently and quickly providing and updating accurate, authoritative, and appropriate levels of information to the media, employees, victims and associated families, relatives, and friends together with other appropriate stakeholders.
2. Providing PR advice to colleagues within the company (or associated closely with Riyadh Air e.g. contracted PR Agents; company representatives at airports etc.), to assist them in the overall handling of the incident or issue.
3. Providing an initial (holding) press release as soon as possible post emergency occurrence within one hour or less.
4. Following release of the initial (holding) press release, updated information should be subsequently given out at regular intervals as soon as possible - with press releases expected to be issued around every hour or two (and possibly at even shorter intervals) during the early phase of a major emergency.
5. Press conferences will generally be arranged jointly (if appropriate and depending on where the emergency has taken place) with relevant airport authorities, police, other emergency services, government level agencies etc. with the aim of having the first press conference within two to three hours of accident occurrence.
6. Riyadh Air may need to hold the first press conference alone if other parties involved will not be in a position to participate at that time but as a minimum, such parties should at least be consulted prior to such action, if practicable to do so.
7. Where appropriate, at least one member of the Communication Team (possibly more depending on circumstances) will deploy as part of the Go Team - and will then be responsible for overseeing Riyadh Air's 'local' (on-site) emergency communications response operation.
8. Suitably trained and selected company spokespersons, of sufficient seniority and / or experience and with the appropriate 'skills', will normally be the 'face and voice' of Riyadh Air at 'home country' press conferences; media interviews; public meetings etc.
9. Media interviews (via TV, radio, telephone etc.) will be arranged on an 'as required / as requested' basis.

EMERGENCY RESPONSE MANUAL

6	CRISIS COMMUNICATIONS
6.2	CRISIS COMMUNICATION STRATEGY

Issue:	00
Revision:	00
Date:	18-Feb-24

10. It is important to bear in mind that media interest in any catastrophic aircraft accident will be global and not just limited to the country/countries where Riyadh Air Office and / or the accident site are located.
11. A vital contribution to successful emergency communications will be effective use of the internet. Following a catastrophic aircraft accident, the normal Riyadh Air website(s) will probably be converted to a pre-planned / pre-prepared 'Dark Site'. This site will be constantly updated with the latest press releases, essential information for public and media use in contacting the airline, a selection of fact sheets, FAQs etc.
12. The use of 'social communications' / social networking / social media etc. will play a vital role in the Emergency Communication Strategy.

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6.3 PREPARING THE CRISIS COMMUNICATION PLAN (CCP)

6.3.1 Step 1 – Selection of Personnel

1. Select appropriate personnel who are aware of the scope of the Crisis Communication Plan.
2. Ensure they are trained with respect to Riyadh Air requirements.
3. Always select a minimum of two personal for a particular responsibility to ensure availability at any time.

6.3.2 Step 2 – Develop Suitable Press Release Templates

1. Template should be developed and documented.
2. Template should cover a wide variety of scenarios.
3. Get pre-approval on template from the Riyadh Air management.

6.3.3 Step 3– Develop The Online Communication Strategy

Pre-plan resources for effective and efficient use of the company website, including the dark site and social media like Facebook, Twitter LinkedIn, Instagram etc.

6.3.4 Step 4 – Nomination of Company Spokespersons

1. Identify and put together a team of senior executives able to carry out the role of “airline spoke personal” at the time of any emergency.
2. It is desirable that the CEO and/or the Head of Marketing be a part of this team.
3. Staff with appropriate attitudes and abilities should be considered.

6.3.5 Step 5 – Training and Validation

1. All the staff identified for the Crisis Communication Team should be trained.
2. Ensure that the recurrency of the training is implemented.
3. Document all the training records.

EMERGENCY RESPONSE MANUAL

6 CRISIS COMMUNICATIONS

6.4 MEDIA COMMUNICATION COORDINATOR ROLES AND RESPONSIBILITIES

Issue: 00

Revision: 00

Date: 18-Feb-24

6.4 MEDIA COMMUNICATION COORDINATOR ROLES AND RESPONSIBILITIES

6.4.1 General (Preliminary Stage)

1. Ability to react immediately to an emergency situation message 24 / 7.
2. Establish own internal emergency alerting and activation system.
3. Prepare, document, and maintain Crisis Communications Plan.
4. Resource, establish and equip a 'fit for purpose' Media Coordination Centre.
5. Establish a pool of appropriately trained spokespersons.
6. Develop templates for press releases / statements.
7. Pre-prepare appropriate 'fast facts and FAQs.
8. Ensure viability, stability, and capacity of web servers to be used for 'dark site'.
9. Establish a 'social networking' capability e.g. Twitter, LinkedIn,, Facebook etc.

6.4.2 SPECIFIC (DURING ACTUAL CRISIS OR EXERCISE)

1. Once informed by CMT activate the Crisis Communications Plan and provide expert advice and support to CMT.
2. Initiate and maintain press release writing (and other written communications) tasks.
3. Initiate, maintain and prioritize communications with 'family, relatives, and friends.
4. Initiate and maintain external (media) communications (Including operation of a 'press office' to take / make calls from / to the media).
5. Initiate and maintain external and internal communications - other appropriate stakeholders.
6. Initiate and manage on-line content (including use of dark site).
7. Initiate and manage social networking / media / communications.
8. Ensure strict co-ordination and consistency across all types of emergency communications.
9. Provide media / press / on-line monitoring function.
10. Provide, advise, and support spokesperson(s).
11. Nominate and dispatch representative to GO Team.
12. Deploy and direct use of contracted third parties for public relations activities.
13. Arrange for translation / interpretation services - as required.

6.5 WEB SITE MANAGEMENT – DARK SITE

6.5.1 CONTENTS

This is a special site which can be activated almost immediately (within minutes) after notification of an accident and replaces the normal home page on the website. The “dark site” should only be activated in the event of an accident with fatalities.

The instructions for activation of Dark site comes from the CMT to the Media Communication Coordinator (MCC).

The “dark site” should be branded very simply, without any of the colorful logos or images which normally appear on the home page. It should display the latest statement on the situation. Previous statements should be archived and available via a link.

It is designed in such a way that passengers will be able to click through a link to reach the standard home page so they can continue to make online bookings or access other information.

However, all images will be removed from the home page after an accident – for example photos of smiling cabin crew, or promotions involving the route flown by the aircraft involved.

Riyadh Air dark site should contain the following:

1. Pre-approved and emergency related messaging and information such as press release, official statements, appropriate photographs, images, and Link to video of statements made by the CEO or other senior executives.
2. Background information, including Riyadh Air’s response till date.
3. Frequently asked questions (FAQs) / fast facts.
4. Most importantly, update information to those directly affected by the emergency. The latter point generally includes publishing details of contact information (Toll free number), where families, relatives and friends of aircraft accident victims can call to speak to real person who should be able to assist.

6.5.2 Updating and Deactivation

1. The website must be updated at regular intervals, especially in the initial stages of the emergency. It must however be ensured, that all information posted on the website is authorized and error free.
2. Passenger manifest and crew name will be posted only after the families have been personally informed and this has been confirmed Head of CMT.
3. The dark site can be de-activated and normal site resumed at any time after the emergency has been controlled and public / media interest has subsided.



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

6	CRISIS COMMUNICATIONS
6.5	WEB SITE MANAGEMENT – DARK SITE

Issue:	00
Revision:	00
Date:	18-Feb-24

4. This would normally happen three to four days after the event, but normal websites should contain a hyperlink leading back to the dark site, which would continue to be updated for as long as required.

DRAFT



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

- 6 CRISIS COMMUNICATIONS
- 6.5 WEB SITE MANAGEMENT – DARK SITE

Issue: 00
Revision: 00
Date: 18-Feb-24

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7 FAMILY ASSISTANCE PROGRAM

7.1 INTRODUCTION

7.1.1 Purpose

The purpose of family assistance program is to mobilize and guide company personnel on providing assistance to the victims and their families and to address the concerns and the needs of the victims and their families, to the extent possible, and to provide them with easily accessible factual information about the progress of the accident investigation.

7.1.2 Scope

Riyadh Air is responsible for providing timely notification to families and all aspects of logistical support for the survivors and their family members during an emergency.

Passengers travelling in RXI Aircraft were involved in an accident within KSA or outside KSA territory and the RXI passengers travelling in code share flights, (if any).

Once the identity of the survivors and the accident victims is confirmed, assistance will be provided to the accident survivors and the close family members of the accident victims who legally have a bona fide entitlement to assistance.

The nature of the immediate assistance provided will vary. For example, families of those who have been killed will require assistance with information about the victim identification process, Repatriation of human remains and personal effects, Site visits, where access is practicable, Resources for emotional, psychological support, funeral arrangements, with due respect to cultural and religious sensitivities, Memorials.

In addition, requests for information on the progress of the investigation of the accident may be expected from the family members and the survivors.

Injured survivors will expect assistance with medical expenses, transfer back to their homes.

7.1.3 Objective

1. Timely notification to the families of the accident victims as soon as the name appears on the preliminary verified passenger name list.
2. Taking the concurrence of the family before releasing the passenger names to public.
3. Activation of toll-free numbers catering for domestic KSA call and international enquiry phone numbers.

4. Secured and private facilities at the affected departure, arrival, and intermediate airports, for survivors and family members of the accident victims in coordination with airport operators
5. Secured accommodation for the families of the accident victims and transportation to a location near the accident site, where the nature and safety of the accident site permits.
6. Financial assistance - This payment shall be considered in the reckoning of any final compensation amount.
7. Funeral arrangements, after consultation with family
8. Expatriation or disposition of human remains according to the wishes of the family members.
9. Memorial services and erection of memorial structures, including inscriptions, and facilitate their execution.
10. Site visits?? if desired by the family of victims.
11. Personal effects are stored and returned to the family members, unless they are needed for accident investigation, or a criminal investigation.
12. Any unclaimed effects shall be securely retained for a period of at least 24 months from the date of the aircraft accident.
13. Information about the recovery, management and return of personal effects.
14. Information about the investigative process and its objective, the progress of the investigation, and the public presentation of the findings of the investigation

7.1.4 Definition of Family / Next of Kin

Family means all or any of the following relatives of an insured person namely:

1. A spouse
2. A minor legitimate or adopted child dependent upon the insured person and who is:
 - a. under twenty-one years.
 - b. An unmarried daughter
 - c. A child who is infirm by reason of any physical or mental abnormality or injury and is wholly dependent on the earnings of the insured person, as long as the infirmity continues.
 - d. Dependent parents.

This is, however, not an exhaustive list. In the international context, the Next of Kin (NOK) can be considered as under:

1. For an adult
 - a. Spouse

- b. Offspring (major)
- c. Parents
- d. Stepparents
- e. Siblings
- 2. For a minor
 - a. Parents
 - b. Stepparents
 - c. Legal Guardian
 - d. Adult siblings
 - e. Grandparents(paternal)
 - f. Grandparents (maternal).

It may be necessary to obtain legal advice regarding the correct identification of the NOK.

In case the passenger had not provided the details of his/ her heir, Riyadh Air will follow the Al Sharia' law as ACS is a company registered in KSA, a country that follows the Al Sharia' law, therefore, the Next of Kin shall be one of the following.

- 3. Close relative list: Wife, husband, Son, daughter, parents, siblings
- 4. Wider relative list: Grandparents, Grandchildren, stepbrother, stepsister

7.1.4.1 Documents required as Supporting Documents.

The Next of Kin shall provide the following Supporting Documents to prove the relationship:

- 5. Wife or Husband: marriage certificate
- 6. Parents: Birth registration certificate of the passenger
- 7. Son, daughter and siblings: Birth registration certificate of both Passenger and the Son, daughter or siblings.
- 8. Grandparents: Birth registration certificates of passenger, passenger parents and Grandparents.
- 9. Grandchildren: Birth registration certificates of passenger, passenger Son or daughter and Grandchildren.
- 10. stepbrother, stepsister: Birth registration certificates of passenger, father or mother passport copies, Father or Mather marriage certificate and birth registration certificates of stepbrother or stepsister

Note: Next of Kin age shall be above 21 years. All supporting Documents shall be legally certified and attested as per KSA laws.

7.1.5 Family Assistance Program Overview

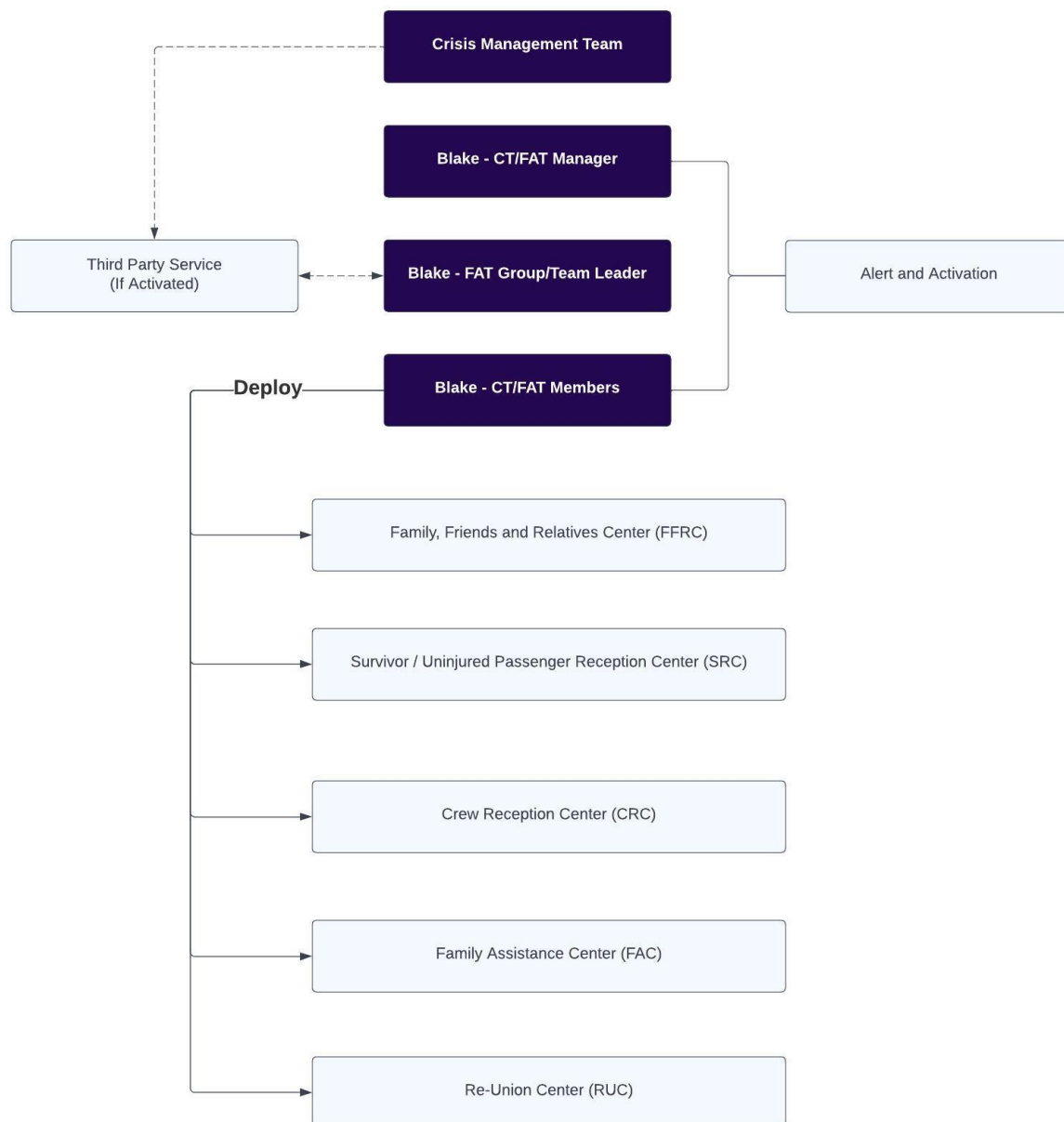


Figure 7 - Blake CT/FAT Activation

7.2 KEY REQUIREMENTS

Following are the key requirements for family assistance program, this could include, but is not limited to:

1. Providing / arranging any means of transportation to/from the accident site
2. Providing affected personnel, NOK and Crew Members Hotel accommodations
3. Financial assistance provisions.
4. Call-in toll-free number and call centers
5. Repatriation of human remains and personal effects.
6. Arranging memorial services to the affected
7. Providing arrangements and assisting victims with site visits
8. Timely notification to NOK
9. Access to resources for emotional and/or spiritual care of NOK

7.3 INTEGRATION WITH EXTERNAL AGENCIES

Liaison with external entities may be required while providing family assistance plans include:

1. AIB
2. Fire
3. Police
4. Ambulance
5. Coast guard and other rescue agencies
6. Hospitals and other medical facilities
7. Medical specialists
8. Civil aviation or defense agencies
9. Poison Control centers
10. Chemical or Radiation Specialists
11. Environmental Agencies
12. Insurance Companies

Note: These areas are part of the local station plans.

7.4 FAMILY ASSISTANCE CENTER (FAC)

The Family Assistance Centre is an important resource for helping Riyadh Air meet the need for supporting the overall incident response. They provide a safe environment for families to wait while they await information on their missing, unaccounted for, or deceased kins. They offer a centralized location for providing updates and information to family members as information becomes available. Additionally, during most mass fatality situations, the Family Assistance Centre will also be a central location for collecting information that will be pertinent to the medical examiner or coroner in facilitating the identification of the victims.

7.4.1 Goal

In general, the primary goals of a Family Assistance Centre are to:

1. Provide a private and secure place for families to gather, receive information about the response and recovery, and grieve.
2. Protect families from the media and curiosity seekers.
3. Facilitate information exchange between the Medical Examiner / Coroner's Office and families can obtain information needed to assist in identifying the victims.
4. Address family's informational, psychological, spiritual, medical, financial, and logistical needs.
5. Facilitate death notifications and facilitate the processing of death certificates and the release of human remains for final disposition.
6. Facilitate the identification and return of personal effects.

7.4.2 General Principals for Planning

Family Assistance Centre planning should be:

1. Risk-based and scalable –Planning should be flexible and scalable to allow the delivery of a facility that is proportionate to the circumstances.
2. Realistic – establishing a FAC is a complex undertaking and requires the co- ordination of personnel and resources provided by a wide range of organizations. It will take time to establish and will need to take account of other support mechanisms already in place (including rest and reception centers). This should be reflected in planning frameworks.
3. Integrated – multi-agency planning, training, and exercising is crucial to effective preparation for establishing a FAC. Preparations for delivering a FAC should not be carried out in isolation from planning for other welfare facilities, otherwise fragmentation, confusion or double-counting could result.

7.4.3 Location

Riyadh Air will ensure that the FAC site is appropriate, preferably a good hotel, at which the proper support and information services can be located. The responsibility for identifying and securing suitable premises at each station rests with the Airport Manager.

FAC shall not be located at or near the location of the actual emergency. The emphasis is on creating an environment that is safe, secure, and private with easy access to public transport, accommodation, and other facilities, including mobile phone reception. A number of alternative sites should be identified in advance.

The choice of premises to be used should be made with great care and special attention paid to whether they will be fit for the purpose. Issues to be considered in selecting a suitable venue include:

1. Size, which should be sufficient to fulfil the purpose.
2. Meeting health and safety requirements
3. Security
4. Public transport links
5. Communication or potential communication links
6. Impact on its normal use and impact on the local community
7. Being able to meet the additional requirements of people with disabilities (including the sensory impaired).
8. Sustainability – a FAC is likely to be a longer-term facility and ongoing availability and affordability need to be considered.

It should be kept in mind that more than one center at different locations may be required, depending on the geographic location, scale, and nature of the emergency.

7.4.4 Facilities

A FAC should be designed to be a comfortable facility where people can access multiple areas of expertise and assistance easily and in a manner that suits their needs at that time. Access to interpreters, people with special language skills and an informed awareness of cultural sensitivities will also facilitate an integrated and inclusive response.

7.4.4.1 Facilities for Families:

1. Registration and reception area: where the police or other appropriate agency e.g., Local Authority, voluntary agency, or contracted security company, can check the validity and record details of all those attending a FAC. This area could also be responsible for issuing daily bulletins with up-to-date information. It should provide practical resources such as pens, paper, plans of

EMERGENCY RESPONSE MANUAL

7	FAMILY ASSISTANCE PROGRAM
7.4	FAMILY ASSISTANCE CENTER (FAC)

Issue:	00
Revision:	00
Date:	18-Feb-24

the FAC, the location of local amenities e.g., banking facilities, places of worship, phone cards, and transport routes etc.

2. An interview area: where those affected by the emergency can be taken in order that their enquiries are dealt with in a private and compassionate manner with the minimum of disruption.
3. Telephone and internet areas: people may wish to relay messages to concerned others all over the world; the internet may be the most efficient way to do this.
4. Welfare area: suitably trained and prepared FAT volunteers, voluntary sector or other organizations should be available to assist and offer emotional support in the Welfare area, whether this is in a listening role, or to discuss, identify and respond to the needs of people affected.
5. Briefing halls: with adequate space for the briefing of families, arranged in theatre style with appropriate audio-visual equipment. The family briefings would be carried out at least twice a day. A separate briefing room should be catered for the FAC staff.
6. Quiet areas: people may want a quiet area, without disruption, for private time alone or with their family and friends who may have accompanied them to the FAC.
7. Multi-faith prayer rooms: suitably equipped rooms catering for the requirements of different faiths.
8. Adequate toilet facilities: to cater for personnel and users of the FAC.
9. Food and refreshments: with particular efforts made to cater for varied dietary requirements.
10. Childcare facilities: to include provision for suitably qualified personnel, separate crèche, toys for various ages and baby changing facilities. In the absence of such facilities many families would find it difficult to stay in the FAC.
11. Basic first aid: provisions should be made available.
12. Animals: for health and safety reasons, pets should not be allowed free access to a FAC. An exception may be made for service animals. A separate pet holding area should be identified.
13. Living Accommodation: Caters for minimum one room for each family. Additional rooms may be required for families having more than two adult members.
14. Travel Desk: To assist family members with their travel arrangements from and to the FAC and for local requirements e.g. Travel to hospitals, mortuaries, crash site etc.
15. Additional Desks: (with telephone / electrical socket) that can accommodate required personnel, which may include police, government agencies, NTSB (if applicable), Red Cross/Red Crescent and other voluntary organizations etc.

EMERGENCY RESPONSE MANUAL

7	FAMILY ASSISTANCE PROGRAM
7.4	FAMILY ASSISTANCE CENTER (FAC)

Issue:	00
Revision:	00
Date:	18-Feb-24

7.4.4.2 Facilities for Staff:

1. Management and administration offices.
2. Briefing /de-briefing rooms.
3. Toilets.
4. Private areas with telephones.
5. Secure storage space (e.g. lockable filing cabinets).
6. Dining area.
7. Off duty rooms.
8. Living accommodation (preferably in a different hotel).

7.4.5 Layout of Family Assistance Center (FAC)

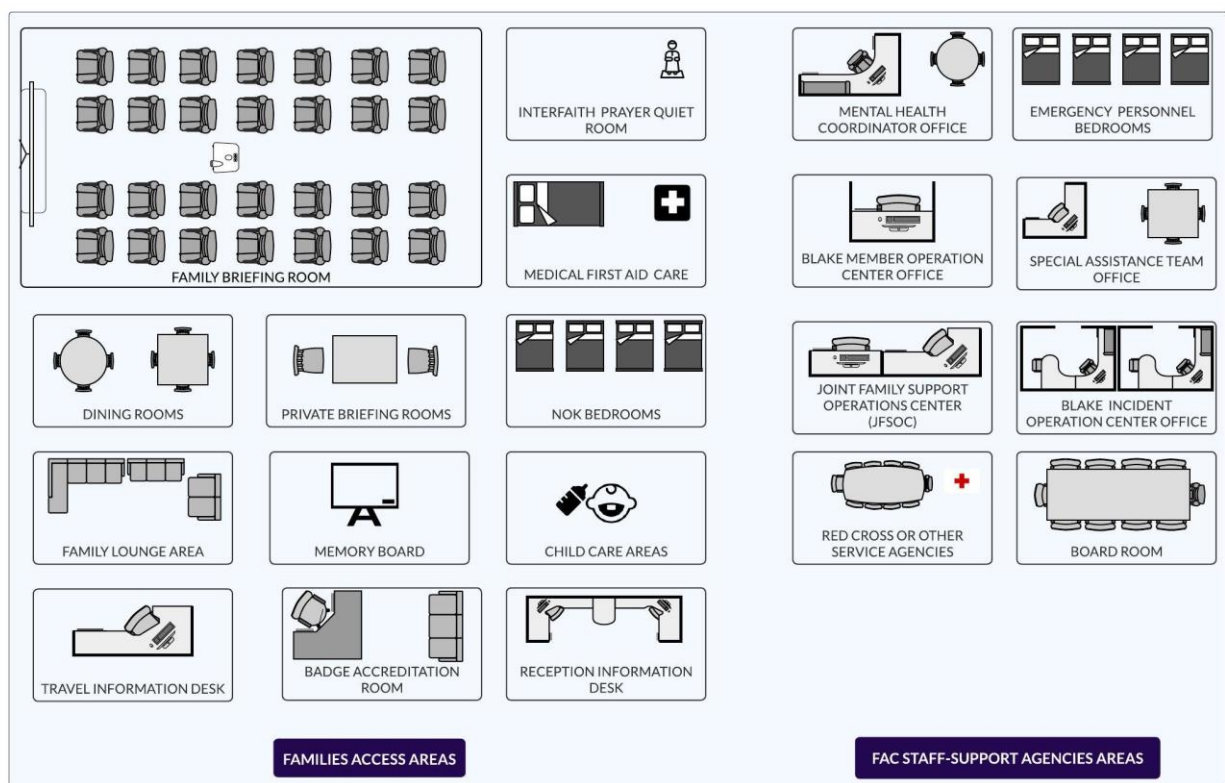


Figure 8 - FAC Layout - Sample

7.5 CARE TEAM (CT) / FAMILY ASSISTANCE TEAM (FAT)

The responsibilities of Care Team (CT)/ Family Assistance Team (FAT) for Riyadh Air shall be outsourced to Blake (Crisis management service provider.)

7.5.1 Notification and Activation of CT / FAT

7.5.1.1 Riyadh Air

1. Upon receipt of notification of an accident or serious incident by telephone or by any means of communication to OCC shall call the IAT and brief them about the accident or serious incident.
2. CMT is activated by OCC as per the instructions given by IAT.
3. After the discussion with the CMT members, the head of CMT shall decide to activate Blake Family Assistance Program and Manager Crisis Resilience Management to coordinate with Blake Emergency Services to activate FAP.
4. Once Blake confirms the deployment, the following instruction will be given to the members by Blake team leader and Head of CMT
 - a. A brief about the situation,
 - b. How communication will be done,
 - c. How finances/needs will be covered,
 - d. Response to their queries,
 - e. The airport to report for departure,
 - f. The time for reporting,
 - g. The selection of team leaders for:
 - i. Family Reception Center,
 - ii. Survivor/Uninjured Passenger Reception Centers,
 - iii. Aircrew Reception Center,
 - iv. Family Assistance Center (FAC),
 - v. Re-Union Center,
 - vi. Distribution of members to the above centers.

7.6 HANDLING OF PASSENGERS AND NEXT OF KIN (NOK)

7.6.1 Recovery And Identification of Human Remains and Personal Effects

All personal effects would be categorized into associated and non-associated. Associated items would be those which could be identified as belonging to passengers. Those would require to be delivered to the family members / survivors. This responsibility is delegated to Blake Emergency Services.

7.6.2 Passenger Personal Property, Cargo, and Mail

A consultation with each victim's family will be done about the disposition of personal effects and return personal effects as requested unless they are needed for the accident or criminal investigation. All personal effects would be cleansed and disinfected and presented to the family members / survivors in a reasonably good condition. Unassociated items i.e. those which could not be identified as belonging to any survivors/passengers would be photographed and catalogued for further distribution. Catalogues would be prepared after taking pictures of all the personal effects. For expensive unassociated items such gold, jewelry, cash, etc., the list should be prepared and handed over to the police. Provisions will be made for unclaimed personal effects to be retained for at least 18 months (about 1 and a half years) from the date of the accident. This responsibility is delegated to Blake Emergency Services.

7.7 BLAKE EMERGENCY SERVICES

Blake Emergency Services is one of the world's leading crisis and disaster management companies. Blake has been retained by Riyadh Air to provide the following services in the event of a major emergency:

1. Disaster Recovery Services
2. Disaster Human Services
3. Emergency Call Centre
4. Emergency Communication Services
5. Media Call Centre

7.7.1 Disaster Recovery Services

7.7.1.1 Actions Taken by Riyadh Air

1. Contact the 24-hour Blake Emergency Services office to activate Disaster Recovery Services
2. Provide initial incident information to Blake.
3. Name of the caller and position with the company (this is generally a nominated person with authority to initiate activation).
4. Company name.
5. Phone number of the person calling along with other important contact names & phone numbers.
6. Any known details regarding the incident
 - a. Location
 - b. Time of the incident
 - c. Flight number
 - d. Type of aircraft
 - e. Number of pax/crew on board
 - f. Route
7. Sign and fax back to Blake the "Work Authorization Agreement".
8. Ensure this Authorization contains adequate and relevant information to facilitate the required response.
9. Initiate and sustain a continuous open line of communication.

7.7.1.2 Actions Taken by Blake Emergency Services

1. Immediate
 - a. Upon Riyadh Air's call to Blake Emergency Services 24-hour emergency number, Blake will react immediately to an incident by sending four (4) Site Coordinators to a location determined by Riyadh Air; for example: to a location at/or near the incident site or the company headquarters. The Site Coordinators are there to guide, support and coordinate the immediate response.
 - b. Activate personnel and systems as required to conduct specific emergency services on Riyadh Air's behalf.
 - c. Blake will send Riyadh Air a "Work Authorization Agreement".
 - d. Activate Blake's home base Crisis Management Centre (CMC), which will act as an incident point of contact between Riyadh Air and Blake, sustaining a consistent open line of communication. The Blake home base CMT will stay activated until Blake operations are up and running at/or near the incident site or as long as deemed necessary. Depending on the magnitude of the incident and response, Blake may set up an Incident Management Centre (IMC) at/or near the incident site.
2. Ongoing
 - a. Blake will make all necessary arrangements to transport the Blake Disaster Response Team (DRT) and its equipment to the scene of the incident and other locations as per Riyadh Air authorization.
 - b. Coordinate with local authorities, medical examiner/coroner, and various government and local agencies of the countries involved in the incident (e.g. in the United States the National Transportation Safety Board (NTSB) would be involved in the investigation of any transportation incident).
 - c. Liaise with the Family Assistance Centre for essential victims and family information.
 - d. Liaise with the Call Centre for updated information regarding family reactions and travel.

7.7.2 Disaster Human Services

7.7.2.1 Actions Taken by Riyadh Air

1. Immediate
 - a. Contact the 24-hour Regional Blake office to activate Disaster Human Services:
 - b. Provide initial incident information to Blake.
 - c. Name of the caller and position with the company (this is generally a nominated person with authority to initiate activation).

EMERGENCY RESPONSE MANUAL

7 FAMILY ASSISTANCE PROGRAM

7.7 BLAKE EMERGENCY SERVICES

Issue: 00

Revision: 00

Date: 18-Feb-24

- d. Company name.
 - e. Phone number of the person calling along with other important contact names & phone numbers.
 - f. Any known details regarding the incident
 - i. Location
 - ii. Time of the incident
 - iii. Flight number
 - iv. Type of aircraft
 - v. Number of pax/crew on board
 - vi. Route
 - g. Sign and fax back to Blake the "Work Authorization Agreement".
 - h. Ensure this Authorization contains adequate and relevant information to facilitate the required response.
 - i. Initiate and sustain a continuous open line of communication.
2. Ongoing
 - a. Ensure Blake is given the answers to all questions.
 3. Provide the verified names list and all updates.
 - a. Provide updates on family notification status.
 - b. Provide liaison to Riyadh Air reservation system to support family travel.
 - c. Provide copies of any media release to the Family Assistance Centre within 30 minutes of release.
 - d. Provide updated information on the incident to Blake as it becomes available.

7.7.2.2 Actions Taken by Blake Emergency Services

1. Immediate:
 - a. Upon Riyadh Air's call to Blake's 24-hour emergency number, Blake will immediately deploy to an incident by sending a core team (normally 19 people). Based upon the Contract Agreement, the FAC will be activated without the issue of a Work Authorization Agreement.
 - b. Blake will send Riyadh Air a 'Work Authorization Agreement'.
 - c. The FAC address and phone number will be provided to Riyadh Air by Blake.

EMERGENCY RESPONSE MANUAL

7	FAMILY ASSISTANCE PROGRAM
7.7	BLAKE EMERGENCY SERVICES

Issue:	00
Revision:	00
Date:	18-Feb-24

- d. Deploy immediately, based on the total number of crew and passengers, the Family Assistance Team (FAT). These numbers are to be predetermined by an established contract with Riyadh Air. Additional FAT members will be deployed as needed and approved.
2. FAT Members:
 - a. Are contracted, trained, and supervised by Blake during incident operations. These members will be assigned to the FAC, "Meet and Greet" areas, the homes of non-travelling families and hospitals. Their main role is to take care of and look after the surviving family members.
 - b. Activate Blake's home base Crisis Management Centre (CMC), which will act as an incident point of contact between Riyadh Air and Blake, sustaining a consistent open line of communication. The Blake home base CMT will stay activated until Blake operations are up and running at or near the incident site or as long as deemed necessary. Depending on the magnitude of the incident and response, Blake may set up an Incident Management Centre (IMC) at/or near the incident site.
 - c. If necessary, Blake will assist in organizing and arranging "meet and greet" areas at the point of origin, immediate stops, destination, and incident location.
 - d. Provide logistical support to family members, friends and survivors including airport and hotel liaison and reception, transportation, lodging, meals, business rooms, communications, security, contracting and escorts.
 - e. As needed, Blake will supply licensed and trained mental health professionals and personnel with local language capabilities to assist with translation requirements.
3. Family Assistance Centre Operations:
 - a. Create and operate a FAC near the incident site to include:
 - i. Facilities
 - ii. Lodging
 - iii. Meals
 - iv. Transportation
 - v. Equipment necessary to support all operations including the Joint Family Support Operations Centre.
 - b. The Centre will operate 24 hours a day for approximately 14 days.
 - c. Establish airport and hotel reception areas to receive family members not arriving by plane.
 - d. Establish communications including national and international telephone lines, conference-bridge, and cell/mobile phones.

EMERGENCY RESPONSE MANUAL

7 FAMILY ASSISTANCE PROGRAM

7.7 BLAKE EMERGENCY SERVICES

Issue: 00

Revision: 00

Date: 18-Feb-24

- e. Coordinate with all agencies involved in the incident including, for example, the National Transportation Safety Board (NTSB), Foreign Embassies, Medical Examiner (ME)/Coroner's Office, Red Cross, local mental health services, etc.
- f. Liaise with the Call Centre for essential victim and family information.
- g. Provide status of FAC operations as requested.

7.7.3 Blake International Call Center

The services include the handling of inbound calls, notification calls, data management and travel arrangements. Blake will provide the following teams:

1. Inbound Call Team. All incoming phone calls are routed to agents who are trained to collect information from the inbound callers. The agents are also trained to sort and filter through these callers and refer non-incident related callers to the appropriate numbers and refer media to media points of contact.
2. Notification Call Team. Once a confirmed manifest or other supporting documentation is provided to the call center, these agents will begin the process of returning calls or making new contacts to speak with family members to confirm their loved one's involvement in the incident. In many cases, this action is mandated by law. The Notification Team can also provide updated information to the families as it becomes available, such as hospital location, evacuation location or status of recovery site, or actions they should take such as reporting to work or when normal operations will resume.
3. Data Management Team. This team matches the database to manifests or other information provided by Riyadh Air. The team starts this process by reviewing all files to establish a comprehensive and accurate list of those persons directly involved in the incident and their respective family members. In this way, it is possible to accurately verify the status of those people directly involved. This team also works with selected government call center liaisons or Riyadh Air's other call centers to ensure no family members are inadvertently missed and to develop a complete list of people reported missing because of the incident.
4. Travel and Assistance Team. When an incident occurs, it is often the case that family members desire or are asked by authorities to travel to a central location near the site. When that is the case, the Blake travel and assistance team, working in the call center, will coordinate directly with family members, staff at the Family Assistance Centre and local governments to facilitate all travel-related requests.

7.7.4 Crisis Communications

7.7.4.1 Actions Taken by Riyadh Air

1. Immediate
 - a. Contact Riyadh Air's 24-hour Regional Blake office to activate Disaster Recovery Services, which may or may not include the activation of the Family Assistance Centre (FAC)
 - b. Provide initial incident information to Blake.
 - c. Name of the caller and position with the company (this is generally a nominated person with authority to initiate activation).
 - d. Company name.
 - e. Name of the caller and number along with other important contact names & phone numbers.
 - f. Any known details regarding the incident
 - i. Location
 - ii. Time of the incident
 - iii. Flight number
 - iv. Type of aircraft
 - v. Number of pax/crew on board
 - vi. Route
 - g. Sign and fax back to Blake the "Work Authorization Agreement".
 - h. Ensure this Authorization contains adequate and relevant information to facilitate the required response.
 - i. Initiate and sustain a continuous open line of communication.
2. Ongoing
 - a. Ensure Blake is given the answers to the questions found on the Incident Activation Information form.
 - b. Communicate the contact person's name and details to Blake.
 - c. Identify Riyadh Air's senior representative at the incident site and inform Blake.
 - d. Identify Riyadh Air spokesperson or spokespeople at the incident site, at Head Office and in any other relevant locations. Provide the name and contact details to Blake.

EMERGENCY RESPONSE MANUAL

7	FAMILY ASSISTANCE PROGRAM
7.7	BLAKE EMERGENCY SERVICES

Issue:	00
Revision:	00
Date:	18-Feb-24

- e. Coordinate communication activities with the Blake Emergency Communications team member(s) at the locations Riyadh Air required.
- f. Provide updated information on the incident to Blake as it becomes available.

7.7.4.2 Actions Taken by Blake

1. Immediate
 - a. Upon Riyadh Air's call to Blake's 24-hour emergency number, Blake will react immediately to an incident by sending four (4) Site Coordinators to a location determined by Riyadh Air; for example: to a location at/or near the incident site or the company headquarters. The Site Coordinators are there to guide, support and coordinate immediate responses.
 - b. Activate personnel and systems as required to conduct specific emergency services on Riyadh Air's behalf.
 - c. Blake will fax Riyadh Air's "Work Authorization Agreement".
 - d. Activate Blake's home base Crisis Management Centre (CMC), which will act as an incident point of contact between Riyadh Air and Blake, sustaining a consistent open line of communication. The Blake home base CMC will stay activated until Blake operations are up and running at/or near the incident site or as long as deemed necessary. Depending on the magnitude of the incident and response, Blake may set up an Incident Management Centre (IMC) at/or near the incident site.
2. Ongoing
 - a. Blake Crisis Communications team will be available to Riyadh Air for as long as may be required and will be available to provide communications support while the Strategic Communications Advisor is enroute.
 - b. Upon arrival, the Strategic Communications Advisor will act as Riyadh Air's on-site communications advisor and will provide counsel to designated company representatives on the appropriate response to communications issues which arise. This will include:
 - i. Advice on content and timing of media releases.
 - ii. Advice on content, tone, and timing of media briefings.
 - iii. Preparation and coaching of on-scene company spokespeople before media briefings or interviews.
 - iv. Advice on hiring local PR Agency support, and management of the Agency on Riyadh Air's behalf.
 - v. Arranging translation (where necessary) and distribution of company statements to local and international media representatives at the scene.

EMERGENCY RESPONSE MANUAL

- 7 FAMILY ASSISTANCE PROGRAM
- 7.7 BLAKE EMERGENCY SERVICES

Issue: 00
Revision: 00
Date: 18-Feb-24

- vi. At least daily reviews and analysis of local media coverage, if necessary, with the support of a PR agency and/or translators, and advice on responding to issues raised in the media coverage.
- 3. Liaison with designated communications representatives of other parties and agencies involved at the scene, where possible, to ensure warning and consistency in the release of information.

Note: *The Strategic Communications Advisor will ensure proper coordination and consistency between communications activities at the site and elsewhere, where possible, and will act at all times under the guidance of Riyadh Air designated.*

- 4. At the time of an incident and under Riyadh Air management, Blake will provide Riyadh Air leadership with the expertise, personnel, equipment, logistics, and administration to operate the services agreed upon in the Riyadh Air membership contract.
- 5. Additional benefits of services include:
 - a. Services are available for activation 24 hours a day; 7 days a week; 365 days a year.
 - b. Services are provided by employees and team members trained and credentialed by Blake.
 - c. Team members are under contract and bound by confidentiality agreements.
 - d. Services are provided anywhere in the world.

8 TRAINING

8.1 INTRODUCTION

Riyadh Air should ensure all personnel with responsibilities under the ERP are appropriately trained and qualified to execute applicable procedures.

Training could be conducted externally by recognized institutions or in-house by our own qualified staff.

Such training would typically include classroom-based and/or computer-based training, online training, drills, desktop exercises and/or simulations.

Attendees include both management and operational personnel from headquarters and, as applicable to the structure, station locations. Training programs are generally tailored for personnel based on their roles performed under the ERP.

8.1.1 Objective

The on and off-airport personnel who respond to emergencies are the most vital elements of an airline's emergency response capability. Their training is essential for responding effectively to emergencies by making optimum use of procedures, facilities, and equipment. The emergency procedure guidelines presented in this section address the following issues:

1. Knowledge of the ERP and the available facilities and equipment.
2. Training interface with external organizations including airport emergency services, and other third-party service providers.

8.1.2 Familiarization

It is important that Riyadh Air personnel should be familiarized with Emergency Plan and its functions with respect to the organization, roles & responsibilities, functions, interface between the third-party service provider and media policy.

8.2 TYPES OF TRAINING

Initial training of affected Riyadh Air personnel should be primarily devoted to creating awareness of the corporate emergency response plan. The specific emergency response personnel should receive specialized training based on their individual job responsibilities. Further, periodic training should be scheduled in order to prevent loss of knowledge and skills over time.

8.2.1 Initial Training

The goal of initial training will be to ensure that affected Riyadh Air employees are familiar with the following:

1. **Manual:** Riyadh Air personnel should be familiarized with Emergency Response Manual.
2. **Layout of Facilities:** The station managers will ensure that staff deployed at airports are familiar with the airport facilities.
3. **Communications Equipment:** Departments will ensure that personnel dealing with emergency procedures, particularly those who will be forming a part of the Go Team & FAT, should be familiar with the location, protocols, and to communicate with various agencies.
4. **Specialized Emergency Training:** CSSQE division will conduct a cycle of specialized training courses, followed by periodic refresher training which can be in the form of workshops and tabletop exercises.

8.2.2 Specialized Emergency Training

CSSQE division will conduct a cycle of specialized training courses, followed by periodic refresher training. A system of regular feedback will be used to determine additional training needs.

8.2.2.1 General

Depending on specific job responsibilities, Riyadh Air personnel should receive specialized training for their specific roles. Specialized training will include the following:

1. Procedures to be followed by the CMT.
2. Separate training for the Go Teams.
3. Training for Station Staff.
4. Media Management Team.

Operations Control Centre. Because OCC will generally initiate the response to an emergency, coordination between OCC, the airport and other agencies will be included in the training programs.

Other Personnel. Operating and supervisory personnel, maintenance personnel, and security should know appropriate responses to the various types of possible emergencies. Training for these aspects will be conducted on a regular basis by the respective departments.

Family Assistance Training. Specialized training courses will be conducted for personnel volunteering for duty as FAT/CT. This training will include special skills including psychological conditioning of the personnel concerned.

8.2.3 Refresher / Re-Training Program

Refresher training will be instituted to accomplish the following:

1. Inform employees of changes in processes and/or equipment.
2. Reinforce a segment of the program for an individual who has not performed properly.
3. Maintain employee skills at a level enabling them to execute their responsibilities effectively.

8.3 TRAINING CURRICULUM

The training will be tabletop and classroom. The following are the required training and frequency for different departments and personnel.

8.3.1 Recommended Training Content for Crisis Management Team:

Emergency response overview:

1. Notification Process.
2. Organization, processes, Procedure.
3. Crisis Management Center – resources, procedures, systems and facilities.
4. Roles and responsibilities (Specifically with respect to respective checklist).
5. General description of roles, responsibilities, policies and procedures, including interactions with:
 - a. External agencies (Blake Emergency, GHA)
 - b. Other responders and organizations
6. General information and specifics, as follows:
 - a. ICAO Annex 13.
 - b. International legislation.
 - c. Local legislation.
 - d. Airport response.

Frequency: 2 Years

8.3.2 Recommended Training Content for Emergency Communication Team:

1. Emergency response overview:
 - a. Notification Process.
 - b. Organization, processes, Procedure (ERP).
 - c. Emergency Communication Center – resources, procedures, systems and facilities.
 - d. Procedures specific for Emergency Communication Center Contents of the ERP manual.
 - e. Roles and responsibilities (Specifically with respect to respective checklist).
 - f. General description of roles, responsibilities, policies and procedures, including interactions with:

- i. External agencies.
 - ii. Other responders and organizations.
2. Understanding the media's role, to include:
 - a. Accommodating and managing the media.
 - b. Methods of releasing information (i.e. website, press conference, etc.).
3. General information and specifics, as follows:
 - a. ICAO Annex 13.
 - b. International legislation.
 - c. Local legislation.
 - d. Airport response.

Frequency: 2 Years

8.3.3 Recommended Training Content for Operations Control Center Staff:

1. Summary of the RXI Emergency Response Manual.
2. Crisis Guidelines for the emergency situation.
3. Notification requirements.
4. Alerting Process.
5. Alerting System.
6. Emergency Notification Form.
7. Operation Controller Checklist.

Frequency: 1 Year

8.3.4 Recommended Training Content for Station Staff:

1. Response and immediate actions by the Station.
2. Content of local plans.
3. Managing resources.
4. Location and activities in key response areas.
5. Role and responsibilities.
6. Establishment of own Station Control Center.

7. Communications with Head Office Crisis Management Team.
8. Reception areas (Meeter & Greeters/Family's Reception Center, Survivor/Uninjured.
9. Passenger, Aircrew Reception Center, Family Assistance Center, Re-Union Center).
10. Care, comfort and registration of passengers.
11. Interface with external agencies.

Frequency: 2 Years

8.3.5 Recommended Training Content for GO Team:

1. Summary of the ERM.
2. Notification.
3. Organization and processes.
4. Crisis Management Center – procedures, systems and facilities.
5. Procedures specific for GO Team leaders Contents of the ERM.
6. Roles and responsibilities.
7. Deployment
8. Travel Arrangements.
9. On-Site Operations.
10. Handling and awareness of blood-borne Pathogens, including the proper use and disposal of personal protective gear.

Frequency: 2 Years

8.3.6 Recommended Training Content for Family Assistance Training:

The FAT members may receive guidelines on the following topics:

1. RXI FAP Introduction, scope, and objective.
2. RXI Emergency response plan.
3. Government emergency response plan.
4. Station ERP.
5. Roles and responsibilities of FAT.
6. Drills and exercise expectations.
7. Business partners/vendors roles and responsibilities.

EMERGENCY RESPONSE MANUAL

8	TRAINING
8.3	TRAINING CURRICULUM

Issue:	00
Revision:	00
Date:	18-Feb-24

8. Self-assessments by the team.
9. Deployment guidelines.
10. Activation preparedness and expectations of a FAT member.
11. Description of the workflow (from activation through disengagement).
12. Working with external agencies-government agencies, local authorities, vendors, business partners, medical professionals, etc.
13. Process for identification of human remains.
14. Personal effects process.
15. Crisis communications including company policy on personal social media.
16. Grief and loss, and how to help someone through a difficult time without trying to counsel them in any way (there will be mental health professionals on-site, and that is their job).
17. Common emotions and needs they may encounter on-site and suggested "dos and don'ts" in the form of first-hand advice from those who have responded as a FAT member previously.
18. Self-care and personal life impact.
19. Media policies.
20. Role playing and empathetic theory.
21. Cultural, religious and ethnic differences.
22. Procedures and guidelines for providing financial assistance to passengers and families.
23. Resources and procedures for arranging transportation for passengers and families.
24. Documentation procedures include guidelines on maintaining the confidentiality of passengers, family and the company.
25. Procedures for handling unusual or difficult questions from passengers and family members

Frequency: 2 Years

8.4 EXERCISE DEVELOPMENT

8.4.1 Introduction

The benefits of emergency response simulation exercises include:

1. Checking the accuracy and consistency of plans and procedures.
2. Staff awareness and rehearsal of their operational roles in a controlled environment.
3. Confirmation of team dynamics and the leadership potential of responders.
4. Identification of training shortfalls.
5. Encouraging team-building and problem-solving.

8.4.2 Planning

Clear and achievable goals and objectives should be set before each simulation exercise. All the participants should be aware of these objectives. The type of simulation exercise selected should match those objectives.

1. The goals should include, but are not limited to:
 - a. Evaluation of the emergency response plan.
 - b. Familiarization with the emergency response plan.
 - c. Understanding and practicing personal responsibilities during an emergency.
 - d. Ensuring the integration of corporate and component emergency response plans.
 - e. Identification of challenges and problems with the emergency response plan.
2. Clear rules and advance briefing documents should be provided to the participants. The simulation exercise facilities and resources required should be reserved at the earliest stage of planning.
3. The simulation exercise should be as realistic as possible and follow the correct chronological sequence.
4. The simulation exercise inputs should follow general emergency developments, even to the point of participants being out of contact for some time.
5. For larger-scale exercise, a working group may be required to determine the exercise scenario and flow.
6. Simulation exercise should be conducted in an open, low-stress environment where different ideas and viewpoints are encouraged.

EMERGENCY RESPONSE MANUAL

8	TRAINING
8.4	EXERCISE DEVELOPMENT

Issue:	00
Revision:	00
Date:	18-Feb-24

7. Participants should have the understanding that simulation exercises are no-fault and are meant to boost confidence and increase emergency response skills.
8. Before the simulation exercise, a risk assessment should be conducted to ensure that security, safety, and operational priorities are addressed.
9. All participants involved in the Simulation exercise should be equally tasked and challenged to ensure active participation and teamwork.
10. Observers should be kept to a minimum and should take an active role, where possible.
11. Specific resource documents such as simulation exercise contact lists should be produced and distributed before the Simulation exercise.
12. All agencies on the contact list should be contacted in advance to notify them of the drill or exercise.
13. All the communication regarding the notification of a simulation exercise shall be done via email and the same will be recorded.
14. The simulation exercise should be as realistic as possible to maintain the interest and commitment of the participants and to ensure that problems will be surfaced and addressed.
15. Actual phone calls should be made to internal and external response parties to test reaction time and communication flow.
16. Carefully consider the timeline for a simulation exercise and how long the injects will take to play out to meet the objectives of testing elements of a plan.
17. Point to be noted during simulation exercise:
 - a. Give the exercise a name.
 - b. **Warning:** It is strongly recommended NOT to use live flight numbers for exercise
 - c. **Warning:** Issue strict guidelines for the transmission of exercise material and be aware of the potential for leaks of sensitive material.
 - d. exercise documents (including electronic communications) should be identified as "EXERCISE".

8.4.3 Notification

Formal notification, including the simulation exercise instructions and objectives, will be sent to all participants well in advance of the simulation exercise via official email.

Advance notification should be given to all simulation exercise participants, non-participants, and key stakeholders to ensure that all are aware of the simulation exercise.

During simulations, it is recommended to inform the Airport (e.g., station) to avoid confusion or distress (Simulation).

8.4.4 Type Of Simulation Exercises

8.4.4.1 CMT Notification / Alerting

1. Establishes the validity of contact information and the percentage of resources that would be available at any given time for emergency response and checks the notification procedure described for OCC.
2. Generally, further action would not be required once contact is established and verified.
3. However, simulation exercises may require the staff to travel to their alert location to determine the amount of time required.

Advantages	Identifies communication problems (both technical and non-technical).
Frequency	Yearly twice
Duration	Determined by the process, electronic equipment, or software being used.
Participants	OCC staff and IAT/CMT (Depending on the scenario).

8.4.4.2 Tabletop

1. A tabletop simulation exercise is designed to test the theoretical ability of Riyadh Air to respond to a situation.
2. Tabletop simulation exercise can be used to identify weak points that need to be addressed so that, if the scenario becomes reality, Riyadh Air and agencies will be ready to respond.
3. They are also used to promote cooperative thinking and to allow people to practice so that they are more prepared for emergencies when they arise.
4. Tabletop simulation exercise normally provides key individuals with opportunities to evaluate coordination, review plans, and standard operating procedures, and prepare for larger and more complex exercise.

Advantages	<ol style="list-style-type: none"> 1. Tabletops are relatively inexpensive and can be administered remotely. 2. Progressively more complex exercises can be designed as good training for staff.
-------------------	--

	<ol style="list-style-type: none"> The simulation exercises have minimal effect on normal operations. The proximity of other players stimulates interaction, instant feedback, quick resolution of issues, and teamwork.
Frequency	Yearly
Duration	Tabletops seldom last for longer than three to four hours
Participants	<ol style="list-style-type: none"> OCC CMT Corporate Communication Third Party Service Providers (including, GHA / Station)

8.4.4.3 Simulation (Combined with Airport)

- A simulation exercise where the participants rehearse their roles at their designated response positions and take simulated actions often using real media for communications.
- The actions of the participants may lead to an equal and opposite response. Multiple stations or facilities are often used, and other agencies may participate as well (i.e. police, airport authorities, etc.).
- Simulations can be anything from a small group walk-through of a local process to a multi-station and HQ large-scale exercise.

Advantages	<ol style="list-style-type: none"> Simulations examine the mechanics of plans in detail and prove that written procedures are practical under real-time examination. Protocols between agencies are often tested and the real-time environment imposes stress and alerts personnel to real issues and pressures. Simulations represent tangible evidence that robust contingency plans exist and that they have been tested under realistic conditions.
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	4. This has a positive effect and portrays the company's responsible attitude towards emergency management.
Frequency	Once in 2 Year
Duration	Simulations normally last approximately four hours
Participants	<ol style="list-style-type: none"> 1. OCC 2. CMT 3. Corporate Communication 4. Third-Party Service Providers (including GHSA / Station) 5. CT (Riyadh Air) 6. Airport Authority

8.4.5 Post Activation

A simulation exercise debriefing is a vital step in the emergency response planning process.

It ensures that plans and procedures are improved by evaluating what occurred during a simulation exercise and what lessons were learned.

The total post-simulation exercise debriefing process may consist of two phases depending on the scale of the simulation exercise.

Major exercise will require both phases, but smaller drills and tabletop exercise may only require a hot debrief.

1. Hot Debrief
2. Formal exercise Debrief.

8.4.5.1 Hot Debrief

1. The Hot Debrief is a chance for all participants to share their simulation exercise ideas and learnings while their memories are still fresh in their minds.
2. This debriefing is performed immediately after the simulation exercise by the exercise Controller (Manager Crisis and Resilience).
3. The recommended format is for the exercise Controller to lead with their main observations.

4. Each participant is then asked for recommendations from the exercise. At the end of the debrief, the exercise Controller should:
 - a. Summarize the main points.
 - b. Highlight the challenges.
 - c. Provide deadlines for participants to submit their observations in writing for the main drill or exercise report.
 - d. Set the date and required attendance for the formal exercise debrief.
5. The hot debriefing should be structured to include the following points:
 - a. What happened during the response?
 - b. What were the gaps?
 - c. What needs to be addressed immediately? What is the period?
 - d. What needs to be addressed in time? What is the period?
 - e. What checklist items need to be changed? Who will be responsible? What is the period? What was supposed to happen according to the plan?

8.4.5.2 Formal Exercise Debrief

1. The Formal exercise Debrief should be held within a week of the simulation exercise, while the memory of the exercise is still fresh in everyone's mind.
2. The aim of this debrief is to agree on the simulation exercise evaluation and/or the final recommendations contained in the Simulation Exercise Report as well as how these recommendations may be implemented.
3. All simulation exercise participants should attend the Formal Simulation Drill Debrief.

8.4.6 Simulation Exercise Report

The simulation exercise report is an essential document that describes the objectives of the recent simulation exercise, documents the lessons learned, and makes conclusions and recommendations.

This report can be used to show that the responders have received training by taking part in the simulation exercise and can be used as proof that the exercise and training took place.

The Simulation exercise Report is compiled by the ERP Manager from several sources including:

1. Notes made during the simulation exercise and hot debrief.
2. Discussions with the simulation exercise participants.
3. Written submissions from the simulation exercise participants.

- 4. Observation.
- 5. Decision Taken.

The Simulation Exercise Report should include an executive summary, detailed findings, and recommendations as well as a timeline for implementing those recommendations.

A process for implementation of recommendations should be established to ensure that procedures, facilities, or responsibilities are altered and rehearsed in the future.

These new procedures, facilities, or responsibilities should be tested and form part of the objectives for the next simulation exercise.

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8.5 TRAINING DOCUMENTATION

The training documents will be maintained - Attendance records for all training sessions carried out.

All training documents will be retained as per the Corporate Safety Management Manual, Section 1.5.1.2.

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EMERGENCY RESPONSE MANUAL

- 8 TRAINING
- 8.5 TRAINING DOCUMENTATION

Issue: 00
Revision: 00
Date: 18-Feb-24

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طيران الرياض

EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.1 APPENDIX 1 - INITIAL ASSESSMENT TEAM CONTACT DIRECTORY

Issue: 00

Revision: 00

Date: 18-Feb-24

9 APPENDIX

9.1 APPENDIX 1 - INITIAL ASSESSMENT TEAM CONTACT DIRECTORY

IAT Members	Cell Number	Alternate
Accountable Executive	+966 506495818	Blake Notification
VP Corporate Safety, Security, and Environment	+966 500009966	Blake Notification
VP Flight Operations	+966 570401946	Blake Notification
VP Technical Operations	+966 505474079	Blake Notification
VP Ground Operations and Airport Services	TBD	Blake Notification
Director Corporate Safety	+966 535058863	Blake Notification
Manager Crisis and Resilience	TBD	Blake Notification

Table 5 - Contact Directory

EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.2 APPENDIX 2 - CRISIS MANAGEMENT CENTER PREPARATION CHECKLIST

Issue: 00

Revision: 00

Date: 18-Feb-24

9.2 APPENDIX 2 - CRISIS MANAGEMENT CENTER PREPARATION CHECKLIST

Sl.	TASK	RESPONSIBLE	OK	OK TIME
1.	Inspection of the functionality of all communication channels (phone, mobile signal, internet fax)	ERP Manager	<input type="checkbox"/>	
2.	Inform Gate security about the list of staff entitled to enter the CMC.	DCSEC	<input type="checkbox"/>	
3.	Request additional security on entry to CMC, and OCC.	DCSEC	<input type="checkbox"/>	
6.	Submit updated information to Blake, and GACA.	ERP Manager	<input type="checkbox"/>	
7.	Preparation of copies of situation Report for CMT who are on the way.	ERP Manager	<input type="checkbox"/>	
8.	Order catering for 12 hours, delivered to CMC. Check availability of drinking water in dispensers.	ERP Manager	<input type="checkbox"/>	

Filled by:.....(name & signature)

Done on:...../...../.....(DD/MM/YYYY)



RIYADH AIR
طيران الرياض

EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.3 APPENDIX 3 - BLAKE EMERGENCY NOTIFICATION

Issue: 00

Revision: 00

Date: 18-Feb-24

9.3 APPENDIX 3 - BLAKE EMERGENCY NOTIFICATION

FORM 1 – NOTIFICATION (AIRLINE)



To notify Blake Emergency of an incident or exercise, the initial contact must be made:

1. By telephone on: **+44 1298 815 786 or +44 2071 757 172 or +44 1623 786 721**
2. And then send this form by email to: notification@blakeemergency.com

The information required for the telephone call and email confirmation is:

(Please complete in BLOCK CAPITALS and include COUNTRY CODE in all telephone numbers)

Name of Company		Flight Number		(If codeshare flight, provide all flight numbers in the box at the bottom of this form.)	
IS THIS AN EXERCISE?		YES <input type="checkbox"/>		NO <input type="checkbox"/>	
Location of Incident		Time of Incident			
		Location Local Time			
		UTC			
Number of Passengers		Number of crew			
Male		Female		Child	
Infant		Flight Deck		Cabin Crew	
		Other			
Casualty Status (if unknown insert 'N/K')		Uninjured		Hospitalised	
		Deceased		Missing	
Your Details		Name			
		Job Title			
		Country Code		Area Code	
Primary phone number		Number			
		Country Code		Area Code	
Alternate phone number		Number			
		Country Code		Area Code	
Mobile phone number		Number			
		Email address			
Other Essential Contact Numbers		Emergency Management Centre (EMC)			
		EMC Director / Crisis Director			
		Emergency Planning Manager			
Any other relevant information at this time? (Include codeshare information)					

For Blake Emergency Completion Only:

Received at Blake by:		Date:	/	/	Time:	:	:
-----------------------	--	-------	---	---	-------	---	---

© Blake Emergency
James Allen House, 61-63 Buxton Road, Disley, SK12 2DZ
www.blakeemergency.com
Tel: +44 1298 815 786 or +44 2071 757 172 (24hrs)
Page 1 of 1

V18.1 30MAY23

Figure 9 - Blake Notification Details

EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.4 APPENDIX 4 – BLAKE ACTIVATION INSTRUCTION

Issue: 00

Revision: 00

Date: 18-Feb-24

9.4 APPENDIX 4 – BLAKE ACTIVATION INSTRUCTION

FORM 2 – ACTIVATION INSTRUCTION



When receiving the call back from Blake Initial Response Director, confirm all known details of the incident and agree initial level of activation.

Complete this form and email to notification@blakeemergency.com.

Name of Company: _____

Please tick the relevant boxes below

Blake Emergency Response Services	Standby	Activate	Not required
Senior Advisor to Client Emergency Management Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior Advisor to Incident Site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rapid Response Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incident Response Team:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Family Assistance Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Identification Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Repatriation Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Property Team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Information Call Centre (if contracted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Call Centre (if contracted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Support (if contracted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counselling Support (if contracted)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Phone Number for the Airlines Media Call Centre	Country Code	Area Code	Phone Number
	+		

AS A MEMBER OF THE EMERGENCY MANAGEMENT CENTRE, I CONFIRM I AM AUTHORISED TO ACTIVATE THE BLAKE EMERGENCY RESPONSE SERVICES SELECTED ABOVE.

Name of Person Authorising Activation:	
Signature:	
Position:	
Date:	
Contact Tel:	
Alternative Tel:	
Mobile Tel:	
Email Address:	

Complete this form and email it to: notification@blakeemergency.com.

For Blake Emergency Completion Only:

Received at Blake by: _____	Date: _____	Time: _____
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Group Head Office: James Allen House, 61-63 Buxton Road, Disley, Cheshire, England. SK12 2DZ.

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Page 1 of 1

Tel: or +44 1298 815 786 (24hrs) or +44 2071 757 172 (24hrs)

V18.1 30MAY23

Figure 10 - Blake Activation Instruction

9.5 EMERGENCY CATEGORY "A" – CATASTROPHIC AIRCRAFT ACCIDENT – CHECKLIST

9.5.1 Master Checklist

9.5.2 AE – Checklist

9.5.3 VPCSSQE – Checklist

9.5.4 VPFO – Checklist

9.5.5 VP Technical Operations – Checklist

9.5.6 VP Treasury – Checklist

9.5.7 VP Ground Operations – Checklist

9.5.8 VP HR – Checklist

9.5.9 Director Corporate Safety – Checklist

9.5.10 Director Corporate Security – Checklist

9.5.11 Manager Crisis and Resilience Management – Checklist

9.5.12 General Counsel – Checklist

9.5.13 Director OCC – Checklist

9.5.14 Director Cabin Crew – Checklist



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EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.6 EMERGENCY CATEGORY "B" – MISSING AIRCRAFT – CHECKLIST

Issue: 00

Revision: 00

Date: 18-Feb-24

9.6 EMERGENCY CATEGORY "B" – MISSING AIRCRAFT – CHECKLIST

9.6.1 Master Checklist

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طيران الرياض

EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.7 EMERGENCY CATEGORY "C" – SERIOUS INCIDENTS - STANDBY

Issue: 00

Revision: 00

Date: 18-Feb-24

9.7 EMERGENCY CATEGORY "C" – SERIOUS INCIDENTS - STANDBY

9.7.1 Master Checklist

DRAFT

9	APPENDIX
9.8	EMERGENCY CATEGORY “D” – SERIOUS INCIDENT NOT COVERED IN CATEGORY C

Issue:	00
Revision:	00
Date:	18-Feb-24

**9.8 EMERGENCY CATEGORY “D” – SERIOUS INCIDENT NOT
COVERED IN CATEGORY C**

9.8.1 Master Checklist

DRAFT

EMERGENCY RESPONSE MANUAL

9 APPENDIX

9.9 EMERGENCY CATEGORY "E" – NATURAL DISASTER AND PANDEMIC

Issue: 00

Revision: 00

Date: 18-Feb-24

9.9 EMERGENCY CATEGORY "E" – NATURAL DISASTER AND PANDEMIC

9.9.1 Master Checklist

9.9.2 AE – Checklist

9.9.3 VPCSSQE – Checklist

9.9.4 VP Treasury – Checklist

9.9.5 VP Ground Operation – Checklist

9.9.6 VP HR – Checklist

9.9.7 Director Cabin Crew – Checklist

9.9.8 Director Corporate Safety – Checklist

9.9.9 Director Corporate Security – Checklist

9.9.10 Manager Crisis and Resilience Management – Checklist

9.9.11 General Counsel – Checklist

9.9.12 OCC – Checklist