

## 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:

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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:

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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.

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### 1.2 STRATEGIC OBJECTIVES OF THE CORPORATE EMERGENCY RESPONSE PLAN

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## 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

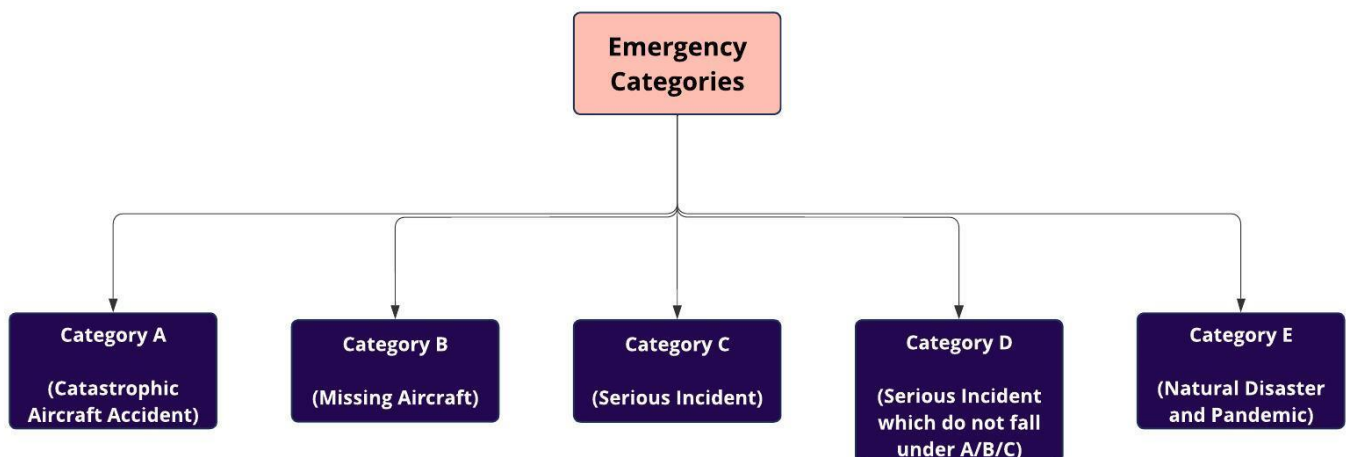


Figure 1- Emergency Categories

### 1.3.2 Description

EMERGENCY CATEGORIES	Description
Category – A (Catastrophic Aircraft Accident)	<p><b>Catastrophic Aircraft Accident - Full Activation</b></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><b>Notification to:</b></p> <ul style="list-style-type: none"> <li>• AE</li> <li>• VPCSSQE</li> <li>• VPFO</li> <li>• VPTO</li> <li>• VPGO</li> <li>• VP Procurement</li> <li>• VP HR</li> </ul>

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	<ul style="list-style-type: none"> <li>VP IT</li> <li>Legal Counsel</li> <li>VP Treasury</li> <li>DCS</li> <li>DCSEC</li> <li>Director Cabin Crew</li> <li>Manager Crisis &amp; Resilience Management</li> <li>CMC Admin/Log keeper</li> </ul>
<b>Category – B</b> <b>(Missing Aircraft)</b>	<p><b>Missing Aircraft – Full Activation.</b></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><b>Uncertainty Phase</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>From the time of unsuccessful attempt to establish communications with such aircraft</li> <li>was first made, whichever is earlier.</li> <li>An aircraft fails to arrive within thirty (30) minutes of the time of arrival last reported or estimated by Flight Dispatch, whichever is later.</li> </ul> <p><b>Notification to:</b></p> <p>Full CMT based on IAT Decision.</p>
<b>Category – C</b> <b>(Serious Incident)</b>	<p><b>Serious Incident - Standby</b></p> <p>A potential emergency exists when:</p> <ul style="list-style-type: none"> <li>Flight below the minimum altitude, except in accordance with a normal arrival or departure procedure.</li> <li>Violation of controlled airspace.</li> <li>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.</li> </ul>

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- 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.

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- 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):**



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

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<p><b>Category – E</b> <b>(Natural Disaster and Pandemic)</b></p>	<p><b>Natural Disaster and Pandemic</b> - 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"> <li>• Storm</li> <li>• Earthquake</li> <li>• Dam failures</li> <li>• Pollution (water, air, and soil)</li> <li>• Volcano eruption</li> <li>• Incessant rains and associated floods etc.</li> <li>• Pandemic</li> </ul> <p><b>Notification to:</b> 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.

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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.

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1.5	AIRCRAFT RECOVERY

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## 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.

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