

## 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

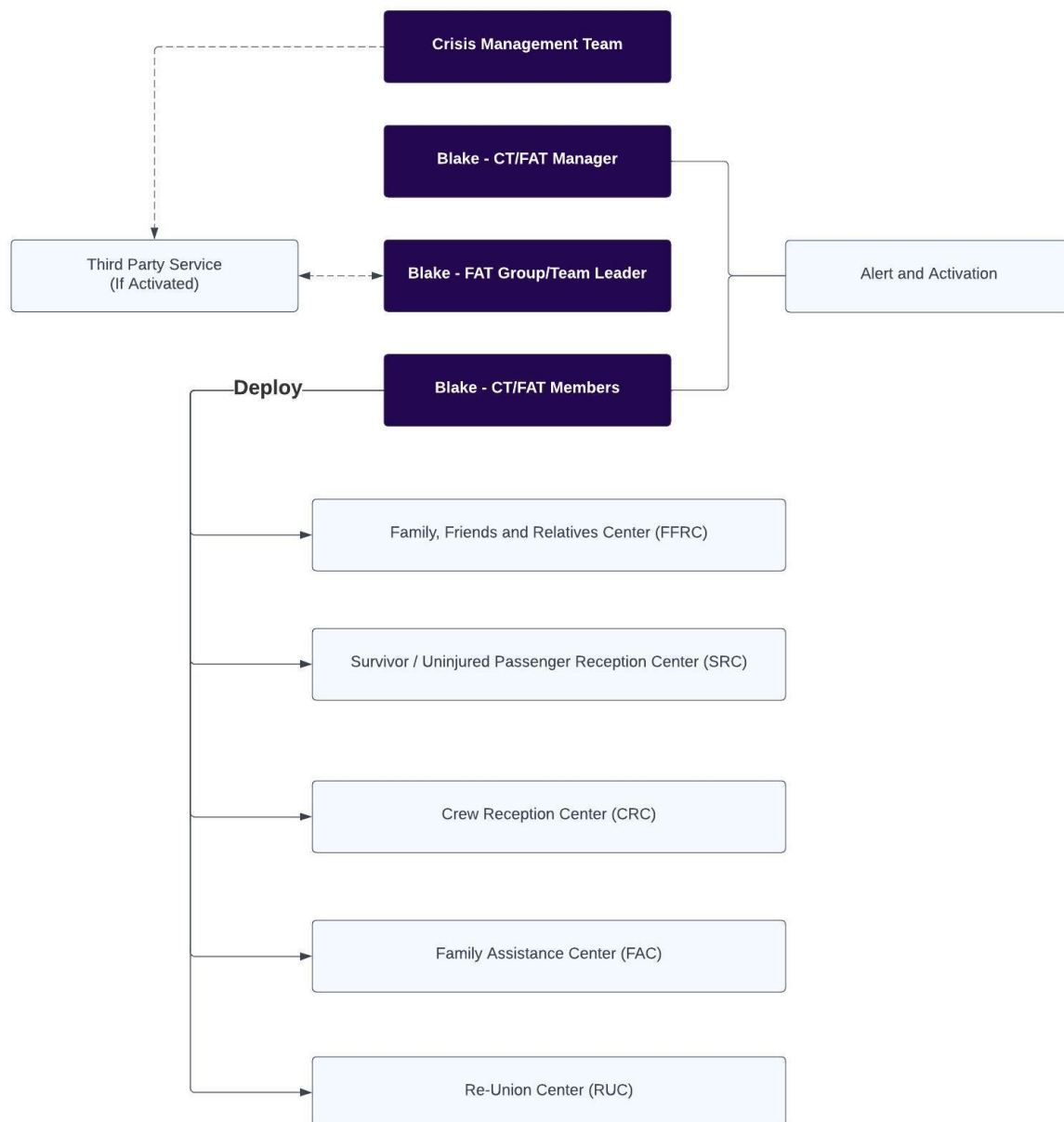


Figure 7 - Blake CT/FAT Activation

## 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



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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.

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## 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)

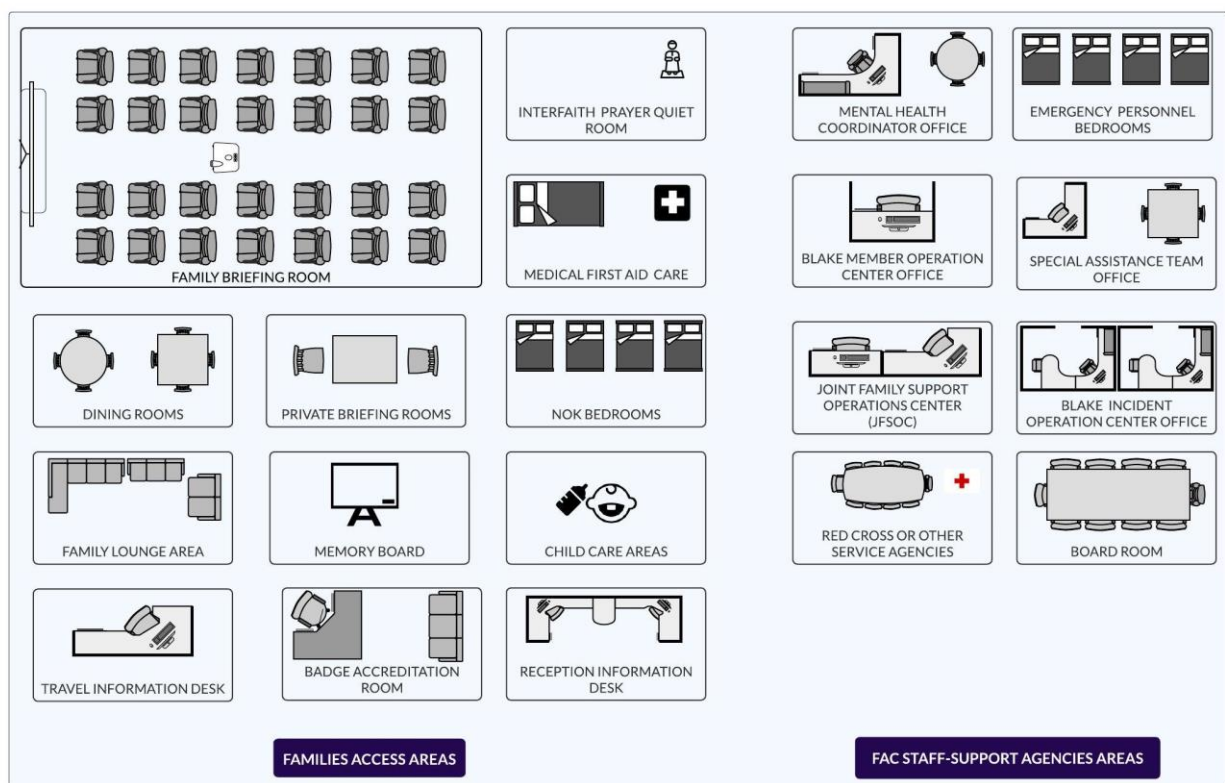


Figure 8 - FAC Layout - Sample

## 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).

- 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.

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- 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.



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- 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.

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- 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.

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- 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.