

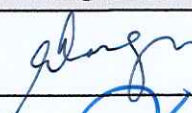
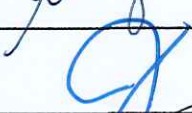
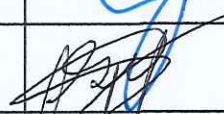
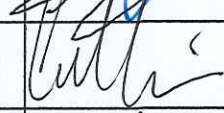
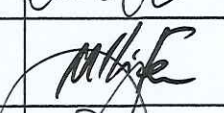
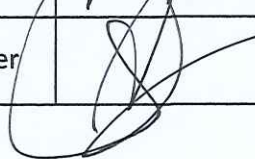
# CRISIS MANAGEMENT PLAN

Guidelines, Processes and Templates for Megawide  
Employees

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## REVISION HISTORY

| Rev. No. | Rev. Date | Description of Change      | Author / Originator |
|----------|-----------|----------------------------|---------------------|
| 00       |           | Initial Issuance           | Corporate Affairs   |
| 01       | May 2023  | Update of coverage and CMT | Corporate Affairs   |
|          |           |                            |                     |

|              | Name                  | Position                                     | Signature  | Date        |
|--------------|-----------------------|--|--|-------------|
| Prepared by: | Umali, Donelle        | Public Policy Supervisor                     |   | 6/8/2023    |
|              | Torres, Robert Jason  | AVP – Corporate Affairs                      |   | 09 June '23 |
| Reviewed by: | De Villa, Gideon      | Management Trainee                           |    | 16 June '23 |
|              | Cinco, Carmela Mariel | Management Associate                         |    | 16 Jun 23   |
| Approved by: | Ferrer, Manuel Louie  | Chief Corporate Affairs and Branding Officer |   | 06/16/23    |
|              | Saavedra, Edgar       | Chief Executive Officer                      |  | 16 JUN 23   |

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## 1.0 PURPOSE AND SCOPE

This Crisis Management Plan (CMP) is a directive to all employees of the concerned units and provides guidelines on the necessary procedures to effectively manage a crisis and its repercussions.

Specifically, objectives are:

- To provide a prompt, coordinated, and effective response to any incident involving any facility and resulting in a crisis; and
- To provide a framework on what issues need to be addressed, managed, and supported at the various response levels; and the roles and responsibilities of the Emergency Response Team (ERT) and the Crisis Management Teams (CMT).

This document is hereby adopted by the following units to plan for, ensure readiness, mitigate, and react promptly and aggressively in managing crisis and protect the Company's brand and reputation:

- Megawide Corporate Office
- Megawide Construction (EPC)
- Precast and Construction Solutions (PCS)

Attached are **Annexes** outlining the specific roles & responsibilities, as well as forms to support the implementation of this CMP.

## 2.0 ROLES AND RESPONSIBILITIES

### 2.1 Emergency Response Team (ERT)

#### Roles and Responsibilities of the ERT

The **Emergency Response Team (ERT)** is a project or facility's first line of response for any incident or emergency depending on its nature, as well as its potential or actual consequences. The ERT is responsible for emergency response, incident control, and site security.

The **Project Manager/Area Manager (EPC and PCS)**, or **Facility Manager (Corporate)** is the ERT Commander. The ERT Commander will inform their respective head offices such incidents, emergencies, and situations listed in Section 3.1.

**For facilities or projects operating 24 hours/day, it is recommended to have one team on-standby ready for activation for each shift.**

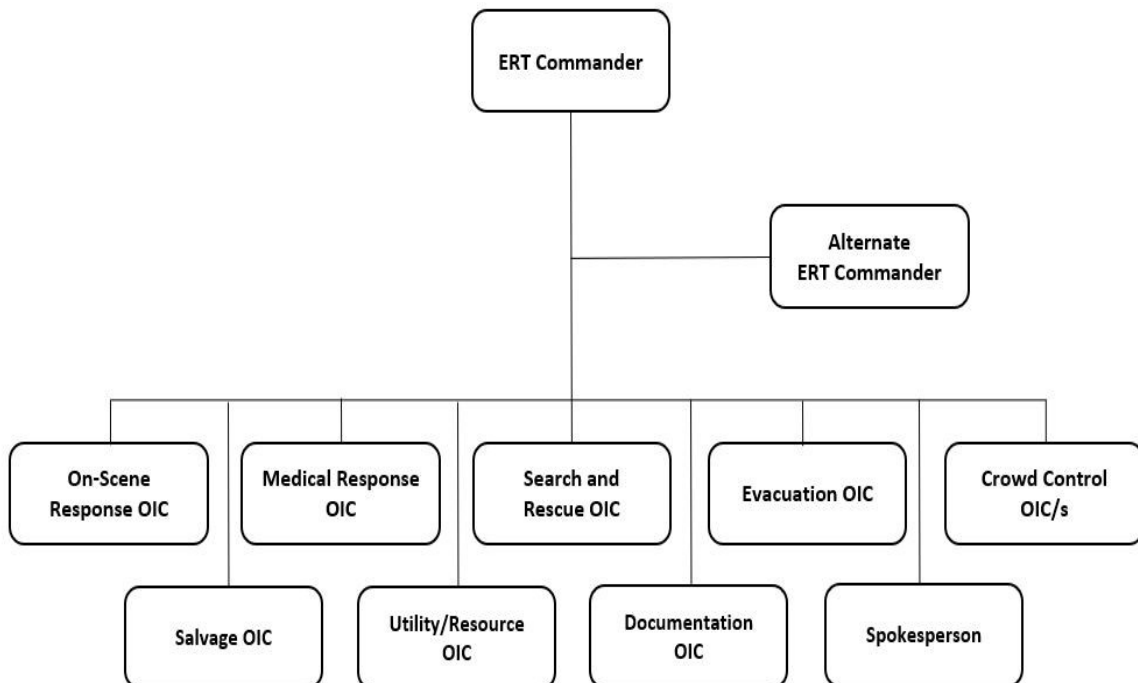
#### Composition of the ERT

The composition and organizational structure of the ERT are presented in Table 1 and Figure 1, respectively. This is the minimum number of team members necessary to properly manage any situation.

For EPC and PCS, all projects and facilities shall submit in writing the composition of their ERTs to the Safety Manager at the start of every year or at the start of every project. For Corporate Office, the same shall be submitted by the Facility Manager to Corporate Affairs.

**Table 1.** Composition of the Emergency Response Team (ERT)

| ERT Role                               | Designation/Function  |
|--|---|
| 1. ERT Commander                       | Area/Project/Facility Manager   |
| 2. Alternate/Deputy Commander          | Safety Officer  |
| 3. On-Scene Response OIC               | To be designated by the ERT Commander   |
| 4. Medical Response OIC (First-Aid)    |   |
| 5. Search and Rescue OIC               |   |
| 6. Evacuation OIC                      |   |
| 7. Internal Crowd Control OIC          |   |
| 8. External Crowd Control/Security OIC |   |
| 9. Salvage OIC (Mechanical)            |   |
| 10. Utility/Resource OIC (MEPF)        |   |
| 11. Documentation OIC                  |   |
| 12. Spokesperson                       | In project sites, the role is assigned to the Office Manager with the alternate designated by the ERT Commander |



**Figure 1.** Organizational Structure of the Emergency Response Team (ERT)



## 2.2 Crisis Management Team (CMT)

### Roles and Responsibilities of the CMT

The role of the CMT is to provide the ERT with strategic directions that need to be carried out at the facility to manage Orange (moderate) or Red (severe) incidents.

These include, but are not limited to:

- Ensuring that emergency response and crisis management operations are carried out in a manner consistent with Company policies and values, in support of the impacted entity;
- Assessing and addressing the potential impact of an incident on the reputation, viability, and/or operability of the project or Company;
- Ensuring that objectives of the ERT are in alignment with those of the CMT;
- Assisting the ERT in obtaining the resources needed to safely, effectively, and efficiently conduct emergency response operations; and
- Reporting any Red (severe)-level incidents to the Steering Committee, along with the nature and status of emergency response and crisis management operations.

### Composition of the CMT

The composition and organizational structure of the CMT are presented in Table 2 and Figure 2, respectively. The complete list of their respective duties and responsibilities are detailed in Annex 2. Should certain positions or designated officers at EPC or PCS be non-existent, the equivalent officers or executives at Corporate level will take their place.

**Table 2.** Composition of the Crisis Management Team (CMT)

| CMP Role                          | EPC           | PCS           | Corporate                                  |
|-----------------------------------|---------------|---------------|--|
| CMT Director (Group 1)*           | Business Head | Business Head | Chief Corporate Affairs & Branding Officer |
| Alternate CMT Director (Group 2)* | PMO Head      | VP for QA/QC  | VP for Corporate Affairs                   |

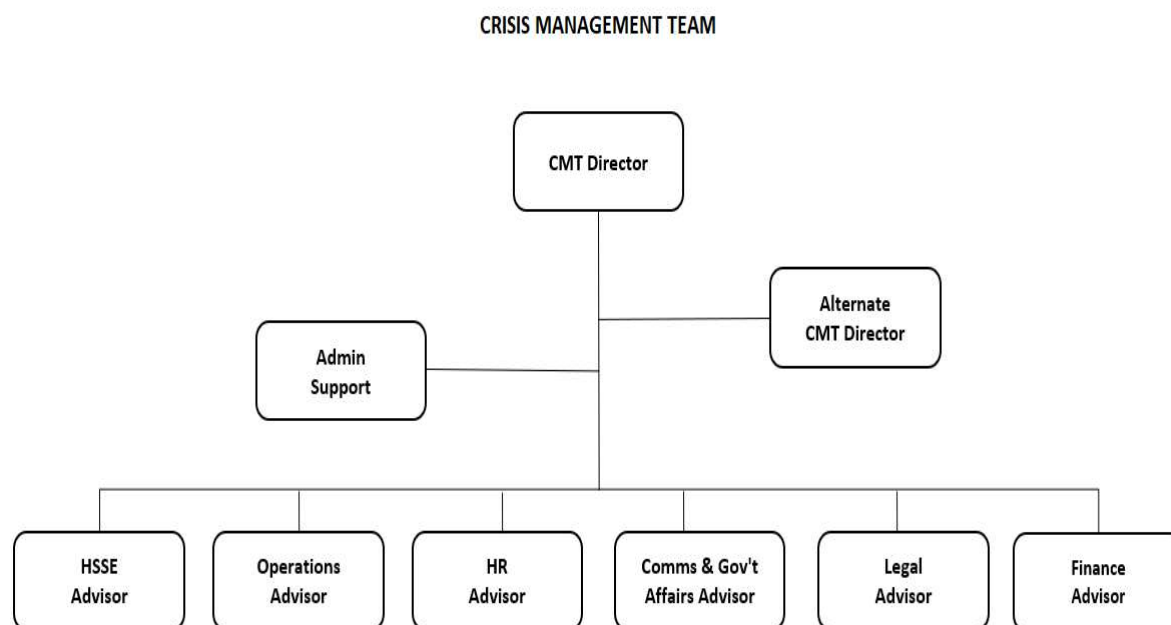
### Core Advisors

| CMP Role  | EPC   | PCS   | Corporate   |
|---|---|---|---|
| HSSE Advisor (Group 1)  | HSSE Head   | HSSE Head   | FMD Manager   |
| Operations Advisor (Group 1)  | VP for Operations   | VP/Head of involved BU  | N/A   |
| HR Advisor (Internal Spokesperson) (Group 1)                                    | VP for Human Resources  | VP for Human Resources  | VP for Human Resources  |
| Communications and Government Affairs Advisor (External Spokesperson) (Group 2) | VP for Corporate Affairs and Corporate Communications Manager | VP for Corporate Affairs and Corporate Communications Manager | VP for Corporate Affairs and Corporate Communications Manager |
| Legal Advisor (Group 2)   | VP for Legal  | VP for Legal  | VP for Legal  |
| Finance Advisor (Group 2)   | VP for Finance  | VP for Finance  | VP for Finance  |

### Administrative Support

| CMP Role                         | EPC                    | PCS                    | CORPORATE              |
|----------------------------------|------------------------|------------------------|------------------------|
| Administrative Support (Group 1) | Administration Manager | Administration Manager | Administration Manager |

\*The grouping (1 & 2) is for call-out purposes only.



**Figure 2.** Organizational Structure of the Crisis Management Team

## 2.3 Steering Committee

A Steering Committee is hereby established to be kept informed and serve as an advisory group to the CMT.

**Table 3.** Composition of the Steering Committee

| Steering Committee Role | Designation / Function                     |
|-------------------------|--|
| Chair                   | Chief Executive Officer                    |
| Vice Chair              | Chief Corporate Affairs & Branding Officer |
| Member                  | Chief Human Resources Officer              |
| Member                  | Chief Finance Officer                      |
| Member                  | Chief Legal Officer                        |
| Member (Optional)       | Chief Investor Relations Officer           |
| Member (Optional)       | Chief Business Development Officer         |

## 2.4 Corporate Affairs

In addition to taking on Core Advisor roles in the CMT, Corporate Affairs is tasked with the following responsibilities as the process owner of crisis management:

- Ensure that appropriate crisis management training is provided to key personnel involved with crisis management, and organize table-top, functional, or full-scale exercises;
- Provide concerned and relevant officers and personnel with technical support in the effective use of this Manual;
- Monitor and audit compliance of EPC, PCS, and Corporate departments to this Manual; and

- Conduct an annual review of this Manual and revise/update its contents as needed.

## 3.0 GENERAL GUIDELINES

### 3.1 Incident Classification System

The four (4) incident classifications to determine the need for CMT activation (Orange and Red-level only), as well as reporting to Steering Committee (Red-level only), are detailed below:

| GREEN (Normal)  |
|---|
| <ul style="list-style-type: none"> <li>▪ Normal operations</li> </ul>   |
| YELLOW (Mild)   |
| <ul style="list-style-type: none"> <li>▪ Incidents involving machines but no injuries sustained</li> <li>▪ Incidents involving personnel sustaining minor injuries (e.g. lacerations, cuts, bruises)</li> <li>▪ No work stoppage</li> <li>▪ Quality control issues</li> <li>▪ Workmanship issues</li> </ul>   |
| ORANGE (Moderate)   |
| <ul style="list-style-type: none"> <li>▪ Partial or temporary disability (e.g. loss of limb or major injury)</li> <li>▪ Incident usually requiring partial or entire work stoppage</li> <li>▪ Minor incidents involving external parties (e.g. bystanders/motorists)</li> <li>▪ Any incident that already necessitates external emergency personnel (e.g. Bureau of Fire Protection (BFP), Paramedics, PNP/Police)</li> </ul>   |
| RED (Severe)  |
| <ul style="list-style-type: none"> <li>▪ Single to multiple fatalities due to crimes, human error, or natural calamity</li> <li>▪ Major incidents involving external parties (e.g. major injuries/loss of limb/fatalities)</li> <li>▪ Shutdown of one or more sites (due to physical incidents or economic and legal sanctions)</li> <li>▪ Security threat (for EPC/PCS project sites only)</li> <li>▪ Civil or political unrest (for EPC/PCS project sites only)</li> <li>▪ Kidnapping of personnel</li> <li>▪ Site or facility sabotage</li> <li>▪ Corporate reputational risks (i.e., financial, compliance and regulatory, strategic)</li> <li>▪ Cybersecurity threats that are external facing (e.g. hacking of websites an social media)</li> </ul> |

**Figure 3. Incident Classifications**

### 3.2 Responding to Incidents vs. Managing a Crisis

Emergency Response operations are carried out at facility level by the ERT at the site of an incident to respond to the incident in accordance with their existing protocols.

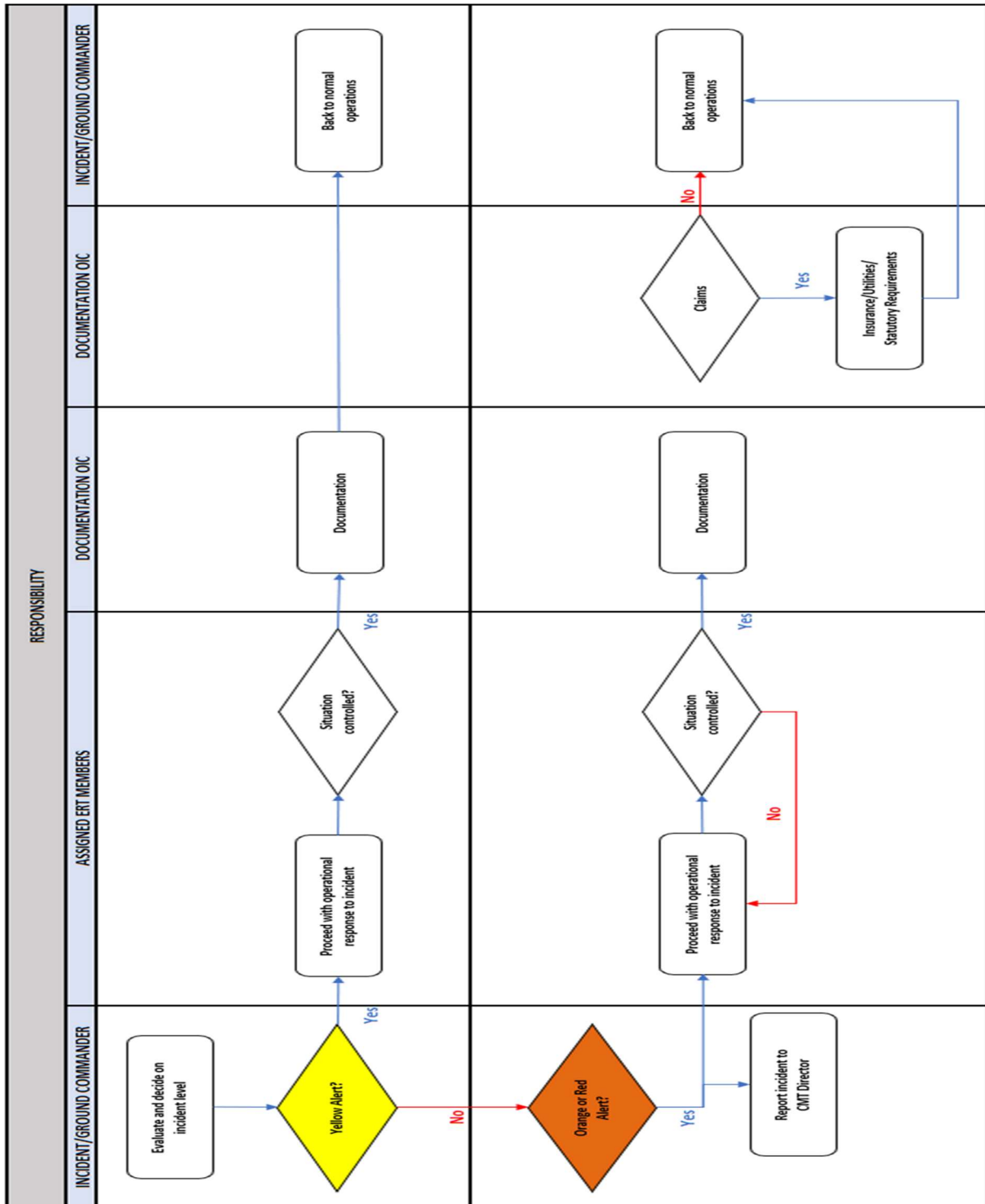
Meanwhile, crisis management operations are carried out at the head office level and focus on incidents or events that **threaten or impact reputation, business interests, or the operations of an entire facility**. These types of incidents are the ones covered by this manual.

## 4.0 CRISIS MANAGEMENT PROCESS



#### 4.1 Implementing the Incident Management Process

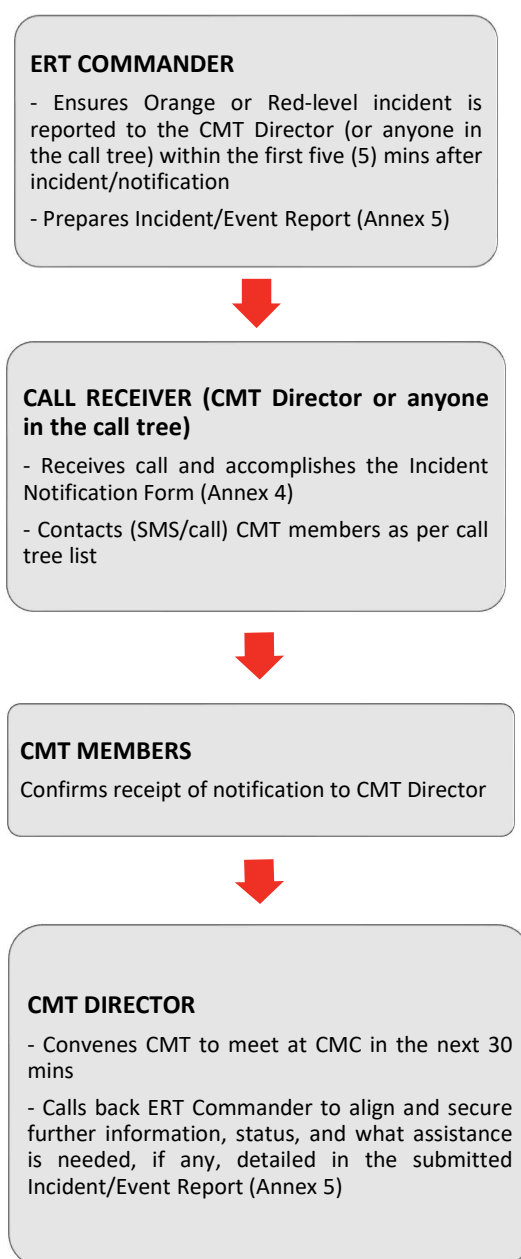
The process workflow below will guide the ERT in managing incidents affecting project sites and facilities.



**Figure 4.** Incident Management Process Workflow

## 4.2 Reporting Incidents and Activating the Crisis Management Team (CMT)

Below are the steps taken in reporting Orange or Red-level incidents to the CMT:



**Figure 5.** Reporting Orange or Red-level Incidents to the CMT

## 4.3 Setting-Up and Maintaining the Crisis Management Center (CMC)

The Crisis Management Center (CMC) will be activated upon convening of the CMT and will be maintained by the Administrative and CMC Support Staff.

The CMC is located at the respective main conference rooms in the Head Offices of EPC and PCS, or the Boardroom of the Corporate Offices at Rockwell Santolan Town Plaza. If both venues are unavailable, an alternative location shall be determined by the Facilities Management Division (FMD).

#### 4.4 Aligning the ERT and CMT

All CMT members shall be initially briefed by the CMT Director based on the Incident Notification Form (Annex 4), and if already available, the Incident/Event Report (Annex 5).

Other forms prepared such as the ERT Strategic Objectives and Monitoring Document (Annex 6.1) and the ERT Meeting/Activity Report (Annex 6.2) shall also be submitted to the CMT Director upon immediate availability.

#### 4.5 Defining CMT Strategic Objectives

The CMT Director is responsible for developing a clear strategy for addressing the crisis, and objectives that provide the CMT Advisors with the direction necessary to implement the strategy in accordance with their general roles and responsibilities detailed in Annex 2.

The CMT Strategic Objectives and Monitoring Document (Annex 7.1) shall be accomplished to guide the CMT on their action plans.

#### 4.6 Crisis Communications and Stakeholder Engagement

Once the CMT has met to assess the situation and formulate a statement, depending on the severity of the crisis, it is very important to maintain positive and open lines of communication with the media. The Communications and Government Affairs Advisor will serve as external spokesperson. However, this designation can be overridden in particular situations with the CMT Director assuming the role.

Releasing information about an incident or during crisis should be strictly controlled and follows the correct protocols defined in the Corporate Communications Handbook. **No personnel may speak to the press or release information via social media unless authorized by the Crisis Management Team (CMT) Director.**

In crisis communications, it is important to observe the following:

- A detailed and efficient information record based on the Incident Report should be maintained so facts are not misunderstood or distorted. The record should include answers to who, what, when, where, how, and why (if known) in a prepared statement, any proposed solutions, and any answers to potential questions.
- The audience that may be affected by the crisis should be contacted immediately.
- Do not speculate about the crisis. Do not allow unauthorized personnel to release information. Do not provide false information. Do not place blame for the incident.

The Communications and Government Affairs Advisor is tasked with crafting a Crisis Communications and Stakeholder Engagement Plan to address any crisis that hits the Company. The said plans should be approved by the CMT Director before they are executed, if necessary. Template preliminary statements are provided in Annex 8.

#### 4.7 Conducting Status Meetings

Following the receipt of the ERT Status Reports, the CMT Director shall chair Status Meetings to take up the following proposed agenda:

- To keep CMT members informed about the incident and the nature and status of the ERT's emergency response operations;
- To assign new ERT requests for assistance to the appropriate CMT members;
- To discuss/review CMT Strategic Objectives;
- To discuss/review incident potential and actions taken so far, as appropriate; and
- To validate the level of CMT mobilization.

#### 4.8 De-Escalation of the Incident

The CMT Director, in consultation with the ERT Commander, will concur to de-escalate the situation back to normal alert levels as appropriate and ensure that all possible actions have been implemented.

The CMT Human Resources Advisor shall make a general announcement to employees that all conditions are back to normal and work will resume again.

#### 4.9 CMT Deactivation

In consultation with the CMT Core Advisors, deactivation of the CMT is at the discretion of the CMT Director and will be made upon establishing that appropriate actions have been taken by the affected facility to control and minimize the impact of the incident.

Once the incident/crisis is considered resolved and the CMT is deactivated, a Close-Out Report (Annex 6.3) will be prepared by the ERT Commander to ensure that there is no matter pending resolution. The Close-Out Report will be endorsed by the CMT Director to the Steering Committee for recording purposes.

### 5.0 AUDITING THE CRISIS MANAGEMENT PLAN

#### 5.1 Response Critique

After deactivation of the CMT, the CMT Director will chair a critique of the incident response within ten working days. CMT members who were involved in the response will participate in the critique to assist in identifying areas of potential improvement to the related procedures.

#### 5.2 Training

The CMT members shall attend a familiarization workshop and subsequent trainings on the implementation of this Manual.

The CMP Process Owner is accountable for organizing exercises as follows:

- *Table-top exercises* (e.g. discussion-based sessions) shall be carried out at least once annually to test this Plan, and to provide the opportunity to improve procedures, communications, and skills in coping with a crisis situation.

- *Practical exercises* (e.g. drills) are generally designed to test one or two elements of the Plan, e.g. communications equipment, phone lists etc. At least annually, each entity and/or affiliate company shall test how well its Emergency Response Plan interfaces with and supports this Plan.
- *Full-scale exercises* with facilities, which may or may not include government agencies, should be carried out every three (3) years and will involve all elements of the Plan.

### 5.3 Crisis Management Plan Audits

An audit of this Plan shall be carried out:

- After each time the Plan has been activated to manage a crisis situation, using results from the response critique; and
- After each table-top, practical, or full-scale exercise to test the Plan.

### 5.4 Crisis Management Plan Maintenance

The CMP shall be reviewed annually and revised as needed by the Corporate Affairs Head and approved by Office of the Chief Executive Officer.

## 6.0 ANNEXES

This Plan is supported by annexes to describe the **work instructions in performing the tasks**:

- Annex 1: Roles and Responsibilities of the ERT Members
- Annex 2: Roles and Responsibilities of the CMT Members
- Annex 3: Template Call Tree
- Annex 4: Incident Notification Form
- Annex 5: Incident/Event Report
- Annex 6: Other Forms Produced by the ERT
- Annex 7: Forms Used by the CMT
- Annex 8: Public Statements aimed at Stakeholders



## ANNEX 1

### Roles and Responsibilities of the Emergency Response Team (ERT) Members

| CMP Role  | ERT COMMANDER                 |
|---|-------------------------------|
| Designation / Function  | Area/Project/Facility Manager |
| <b>General responsibilities:</b> <ol style="list-style-type: none"> <li>1. Over-all in charge for managing the incident on the ground</li> <li>2. Receives or provides vital information of incident from or to the CMT Director</li> <li>3. Handles any additional task assigned by the CMT Director</li> <li>4. Ensures execution of ERT assignments</li> <li>5. Provides CMT with copy of the relevant reports and documents</li> </ol>  |                               |
| <b>Specific tasks:</b> <ol style="list-style-type: none"> <li>1. Notify and provide incident information to the CMT Director</li> <li>2. Define ERT Strategic Objectives</li> <li>3. Delegate tasks and assignments to ERT Members and monitor progress</li> <li>4. Align with CMT regarding execution of Crisis Communications and stakeholder engagement plan</li> <li>5. Conduct and lead ERT status meetings</li> <li>6. De-escalate incident in coordination with CMT Director</li> <li>7. Prepare ERT close-out report</li> </ol> |                               |
| <b>Checklist of reports/documentation:</b> <ul style="list-style-type: none"> <li>✓ Incident Notification Form for Orange or Red-level incidents</li> <li>✓ Incident Report</li> <li>✓ ERT Strategic Objectives and Monitoring Document</li> <li>✓ ERT Meeting/Activity Report/s</li> <li>✓ Close-Out Report</li> </ul>   |                               |

## ANNEX 2

### Roles and Responsibilities of the Crisis Management Team (CMT) Members

| CMP Role  | CMT DIRECTOR  |
|---|---|
| Designation / Function  | Business Head (EPC and PCS)<br>Chief Corporate Affairs & Branding Officer (Corporate) |
| <p>The CMT Director is responsible for providing leadership and direction to the CMT and ensuring that crisis management operations are carried out in a manner consistent with the Company's core values and policies.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Ensure Steering Committee is notified of a decision to activate CMT</li> <li>2. Organize and manage crisis management operations; ensure that CMT's focus remains strategic rather than tactical in nature</li> <li>3. Work with ERT Commander and ensure alignment with CMT</li> <li>4. Conduct Initial Briefing of CMT</li> <li>5. Lead development of CMT Strategic Objectives</li> <li>6. Conduct periodic status meetings</li> </ol> <p><b>Checklist of reports/documentation:</b></p> <ul style="list-style-type: none"> <li>✓ Incident Notification Form for Orange or Red-level incidents from ERT Commander</li> <li>✓ Incident Report from ERT Commander</li> <li>✓ CMT Strategic Objectives and Monitoring Document</li> <li>✓ CMT Meeting/Activity Report/s</li> <li>✓ Close-Out Report from ERT Commander</li> </ul> <p><b>Specific tasks:</b></p> <ol style="list-style-type: none"> <li>1. Validate information about the incident from ERT Commander</li> <li>2. Activate Crisis Management Center (CMC) and provide CMT members with an initial briefing</li> <li>3. Define CMT Strategic Objectives aligned with ERT</li> <li>4. Delegate tasks and assignments to CMT Members and monitor progress</li> <li>5. Develop and execute crisis Communications and Stakeholder Engagement Plan</li> <li>6. Conduct and lead CMT status meetings</li> <li>7. Deactivate CMT upon appropriate assessment with ERT Commander</li> </ol> |   |

| CMP Role  | HEALTH, SAFETY, SECURITY, AND ENVIRONMENT (HSSE) ADVISOR |
|---|--|
| Designation / Function  | HSSE Head (EPC and PCS)<br>FMD Manager (Corporate)       |
| <p>The Health, Safety, Security, and Environment (HSSE) Advisor is responsible for identifying and addressing HSSE-related issues and concerns and for responding to assigned requests for assistance.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Serve as principal Advisor to CMT Director on all HSSE matters</li> <li>2. Identify and address HSSE-related issues and concerns that arise from an incident or event</li> <li>3. Assist ERT in coordinating/liasing with external emergency personnel i.e., Bureau of Fire Protection, Paramedics, Philippine National Police, hospitals/clinics</li> <li>4. Determine need for and dispatch HSSE personnel to provide/augment HSSE capabilities of ERT</li> <li>5. Work with Operations Advisor to supervise implementation of applicable business continuity plans</li> </ol> |  |

| CMP Role  | OPERATIONS ADVISOR   |
|---|--|
| Designation / Function  | VP for Operations (EPC)<br>VP/Head of involved BU (PCS)<br>N/A (Corporate) |
| <p>The Operations Advisor is responsible for providing members of the CMT with information on the affected operating entity/entities and Strategic Business Unit/s (SBU/s). The Operations Advisor may be assigned by the CMT Director as the single point of contact for the Emergency Response Team (ERT) Commander.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Serve as principal Advisor to CMT Director on all Operation matters</li> <li>2. Determine need for and dispatch personnel to provide/augment technical capabilities of ERT</li> <li>3. Determine severity and duration of business interruptions</li> <li>4. Work with HSSE Advisor to supervise implementation of applicable business continuity plans</li> <li>5. Work with Legal Advisor to evaluate potential threat to licenses/permits to operate</li> </ol> |  |

| CMP Role  | HUMAN RESOURCES (HR) ADVISOR                     |
|---|--|
| Designation / Function  | VP for Human Resources (EPC, PCS, and Corporate) |
| <p>The Human Resources (HR) Advisor is responsible for identifying and addressing HR-related issues and concerns and responding to assigned requests for assistance.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Serve as principal Advisor to CMT Director on all HR matters</li> <li>2. Act as the internal spokesperson for any announcement to all employees related to an incident</li> <li>3. Ensure application of an appropriate standard of care for families of injured or dead people, whether Company employees or subcontractors <ol style="list-style-type: none"> <li>a. Act as liaison to the family of any affected Company employee/s</li> <li>b. Liaise with contractors/subcontractors about welfare and treatment of their employees</li> <li>c. However, if the injured party/fatality is a subcontractor's employee, it will be the subcontractor's responsibility to notify the family</li> </ol> </li> <li>4. During incidents that cause or result in injuries or deaths: <ol style="list-style-type: none"> <li>a. Work with HSSE Advisor to address questions about ongoing safety of operations</li> <li>b. If necessary, contact outside experts to provide counseling and psychological support to affected employees and families</li> </ol> </li> <li>5. Evaluate need for a web site and/or a "hotline" to handle inquiries from concerned or impacted employees and/or families</li> </ol> |  |

| CMP Role  | COMMUNICATIONS AND GOVERNMENT AFFAIRS ADVISOR      |
|---|--|
| Designation / Function  | VP for Corporate Affairs (EPC, PCS, and Corporate) |
| <p>The Communications and Government Affairs Advisor is responsible for identifying and addressing stakeholder-related issues and concerns and for responding to assigned requests for assistance.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Serve as principal Advisor to CMT Director on all matters relating to external communications and interactions with government agencies</li> <li>2. Work with HSSE Advisor to ensure that appropriate government agency representatives have been notified of incident or event</li> <li>3. Analyze nature and tenor of media reports and government agency reactions at and/or away from incident scene in terms of impacts on organization's reputation</li> <li>4. Develop and execute Crisis Communications and Stakeholder Engagement Plan</li> <li>5. Assess whether incident or event and/or response to incident may result in new legislative and/or regulatory initiatives; work with Legal Advisor to develop strategy to address such initiatives</li> </ol> |  |

| CMP Role   | LEGAL ADVISOR                          |
|--|--|
| Designation / Function   | VP for Legal (EPC, PCS, and Corporate) |
| <p>The Legal Advisor is responsible for identifying and addressing all Legal-related issues and concerns and for responding to assigned requests for assistance.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Serve as principal Advisor to CMT Director on all legal matters</li> <li>2. Coordinate responses to any legal investigations or litigation associated the incident or event, and/or emergency response operations</li> <li>3. Determine site's exposure to significant penalties and fines</li> <li>4. Work with Finance Advisor to analyze impact of incident or event on contractual relationships with business partners</li> <li>5. Work with Finance Advisor to address force majeure issues and ensure that all notifications and filings are made to regulatory bodies and financial institutions</li> </ol> |  |

| CMP Role  | FINANCE ADVISOR                          |
|---|--|
| Designation / Function  | VP for Finance (EPC, PCS, and Corporate) |
| <p>The Finance Advisor is responsible for identifying and addressing finance-related issues and concerns and for responding to assigned requests for assistance.</p> <p><b>General responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Serve as principal Advisor to CMT Director on all financial matters</li> <li>2. Review spending authorities of members of ERT/CMT, ensure that authorities and corresponding funds are adequate, and record all expenditures made during emergency response and crisis management operations</li> <li>3. Address business partner and other stakeholder questions concerning financial implications of incident and/or emergency response and crisis management operations</li> <li>4. Work with Legal Advisor on issues regarding fines and insurance coverage and exclusions, claims management processing, approach to settlements, and required compensations</li> <li>5. Liaise with insurers, loss adjusters, and assessors</li> </ol> |  |

**ANNEX 3**  
**Template Call Tree**

**ERT CALL TREE**

| ERT Function        | Name | Position | Primary Contact No. | Alternate Contact No. | Email Address |
|---------------------|------|----------|---------------------|-----------------------|---------------|
| ERT Commander       |      |          |                     |                       |               |
| Alternate Commander |      |          |                     |                       |               |
|                     |      |          |                     |                       |               |
|                     |      |          |                     |                       |               |

**CMT CALL TREE**

| CMT Function           | Name | Position | Primary Contact No. | Alternate Contact No. | Email Address |
|------------------------|------|----------|---------------------|-----------------------|---------------|
| CMT Director           |      |          |                     |                       |               |
| Alternate CMT Director |      |          |                     |                       |               |
|                        |      |          |                     |                       |               |
|                        |      |          |                     |                       |               |



## ANNEX 4

### Incident Notification Form

The Incident Notification Form below must be accomplished by the CMT Director or Member that received the call/notification from the ERT Commander. This shall serve as be the basis for the initial briefing by the CMT Director upon convening the CMT.

| Incident Notification Form   |   |   |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
|--|---|---|---|-------------------------------------|-----------------------------------|--|---|---|---------------------------------------|---|---|--|---|--|--|---|--|--|--|
| Caller's Name and Position/Designation   |   | Contact Number:                           |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| Time of Notification:  |   | Date of Notification:                     |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| Location / Facility:   |   |   |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| Time of Incident:  |   | Date of Incident:                         |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| <b>Type of Incident (indicate all that apply):</b><br><br><table><tbody><tr><td><input type="checkbox"/> Fatality/s</td><td><input type="checkbox"/> Injuries</td><td><input type="checkbox"/> Spill/Release</td><td><input type="checkbox"/> Media coverage</td></tr><tr><td><input type="checkbox"/> Fire / Explosion</td><td><input type="checkbox"/> Civil Unrest</td><td><input type="checkbox"/> Natural Disaster</td><td><input type="checkbox"/> Security/Terror Threat</td></tr><tr><td><input type="checkbox"/> Evacuation / Shelter-in-Place</td><td colspan="3"><input type="checkbox"/> Product Contamination / Brand Impact</td></tr><tr><td colspan="4"><input type="checkbox"/> Other significant incident/s (describe):</td></tr></tbody></table> |   |   |   | <input type="checkbox"/> Fatality/s | <input type="checkbox"/> Injuries | <input type="checkbox"/> Spill/Release | <input type="checkbox"/> Media coverage | <input type="checkbox"/> Fire / Explosion | <input type="checkbox"/> Civil Unrest | <input type="checkbox"/> Natural Disaster | <input type="checkbox"/> Security/Terror Threat | <input type="checkbox"/> Evacuation / Shelter-in-Place | <input type="checkbox"/> Product Contamination / Brand Impact |  |  | <input type="checkbox"/> Other significant incident/s (describe): |  |  |  |
| <input type="checkbox"/> Fatality/s  | <input type="checkbox"/> Injuries                             | <input type="checkbox"/> Spill/Release    | <input type="checkbox"/> Media coverage         |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| <input type="checkbox"/> Fire / Explosion  | <input type="checkbox"/> Civil Unrest                         | <input type="checkbox"/> Natural Disaster | <input type="checkbox"/> Security/Terror Threat |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| <input type="checkbox"/> Evacuation / Shelter-in-Place   | <input type="checkbox"/> Product Contamination / Brand Impact |   |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| <input type="checkbox"/> Other significant incident/s (describe):  |   |   |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| Description of Incident (what is known about what happened i.e., who, what, when, where, why, how, including impact):  |   |   |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |
| Persons Affected (indicate all that apply):<br><input type="checkbox"/> Employees (describe):<br><input type="checkbox"/> Contractors (describe):<br><input type="checkbox"/> Third Parties (describe):<br><br>Call Receiver: _____  |   |   |   |                                     |                                   |  |   |   |                                       |   |   |  |   |  |  |   |  |  |  |

## ANNEX 5

### Incident/Event Report

The Incident/Event Report shall be accomplished by the ERT Commander or his/her assigned ERT member, for submission to the CMT Director within an hour of the occurrence.

| Incident/Event Report  |  |                         |  |
|--|--|-------------------------|--|
| <b>Project/Office/Facility involved</b>  |  |                         |  |
| <b>Reported by</b>   |  |                         |  |
| <b>Date of incident</b>  |  | <b>Time of incident</b> |  |
| <b>Location of incident</b>  |  |                         |  |
| <b>Type of incident and brief description</b><br><small>Identify from list of incidents in Sec. 3.1 and briefly describe</small> |  |                         |  |
| <b>Incident Classification</b>   | <input type="checkbox"/> First Aid <input type="checkbox"/> Yellow <input type="checkbox"/> Orange <input type="checkbox"/> Red  |                         |  |
| <b>Person/s Affected</b>   | <input type="checkbox"/> Employee <input type="checkbox"/> Supplier/Contractor <input type="checkbox"/> Visitor <input type="checkbox"/> 3 <sup>rd</sup> Party<br><br><input type="checkbox"/> Not applicable  |                         |  |
| <b>Emergency services involved</b>   | <input type="checkbox"/> Police <input type="checkbox"/> Fire Brigade <input type="checkbox"/> Ambulance/Hospital <input type="checkbox"/> LGUs<br><br><input type="checkbox"/> Not applicable   |                         |  |
| <b>IMPACT / POTENTIAL:</b>   |  |                         |  |
| <b>HSSE</b>  | <ol style="list-style-type: none"> <li>1. Is the site secure/under physical control?</li> <li>2. How many injured?               <ul style="list-style-type: none"> <li>• Affiliation?</li> <li>• Status?</li> <li>• Have next-of-kin been informed?</li> </ul> </li> <li>3. How many fatalities, if any?               <ul style="list-style-type: none"> <li>• Affiliation</li> <li>• Status</li> <li>• Have next-of-kin been informed</li> </ul> </li> <li>4. How many are still unaccounted for?               <ul style="list-style-type: none"> <li>• Affiliation</li> <li>• Status</li> <li>• Have next-of-kin been informed</li> <li>• Status of search</li> <li>• Likelihood of survival</li> </ul> </li> </ol> |                         |  |
| <b>Operations</b>  | <ol style="list-style-type: none"> <li>1. What is the impact on site/facility operations?</li> </ol>   |                         |  |

|   |  |
|---|--|
|   | <ol style="list-style-type: none"> <li>How long will the impact (shutdown or curtailment) expect to last?</li> <li>Will other sites/facilities be affected?</li> <li>Can the situation escalate?</li> </ol>  |
| <b>HR</b>                                 | <ol style="list-style-type: none"> <li>How many employees/personnel evacuated? <ul style="list-style-type: none"> <li>Physical Status</li> <li>What assistance being given</li> </ul> </li> </ol>  |
| <b>Communications and Media</b>           | <ol style="list-style-type: none"> <li>Are media on-site already and who is handling?</li> <li>What is the tenor of inquiries?</li> </ol>  |
| <b>Government Relations and Community</b> | <ol style="list-style-type: none"> <li>Have regulators and concerned government agencies been informed?</li> <li>How are regulators reacting? Are they cooperative and sympathetic or hostile and antagonistic?</li> <li>Are there government/regulatory sanctions already?</li> <li>What is the impact on the host/immediate/surrounding community?</li> <li>How is the community reacting? Is it cooperative and sympathetic or hostile and antagonistic?</li> </ol> |
| <b>Legal</b>                              | <ol style="list-style-type: none"> <li>What is our readiness for risks / 3rd party claims?</li> <li>Is there a potential to escalate?</li> </ol>   |
| <b>Finance</b>                            | <ol style="list-style-type: none"> <li>Is there sufficient cash to handle ongoing responses and stakeholders?</li> <li>Are we ready for claims?</li> </ol>   |
| <b>THREAT/CAUSE:</b>                      |  |
|   | <ol style="list-style-type: none"> <li>Is the threat or incident cause known?</li> <li>Is the threat or incident cause under control?</li> <li>Can the situation escalate?</li> <li>Is there a continuing threat to the safety of personnel, 3rd parties, or external emergency personnel?</li> </ol>  |
| <b>RESPONSE OPERATIONS:</b>               |  |
| <b>Emergency Response</b>                 | <ol style="list-style-type: none"> <li>Are internal emergency personnel on-site? If yes, how many and who?</li> </ol>  |

|   |   |
|---|---|
|   | 2. Are they enough to prevent any further escalation?<br><br>3. What actions have been done as emergency response?  |
| <b>Government Response</b>  | 1. Have external emergency personnel been called on-site? If yes, who or what agencies have responded?<br><br>2. Are they enough to prevent any further escalation?<br><br>3. What actions have been done by government entities as emergency response?<br><br>4. Are investigating authorities (i.e., PNP, BFP, DOLE, and LGU) already on-site? What are their current activities? |
| <b>ADDITIONAL DETAILS:</b>  |   |
| <b>Description of Injury</b><br>Include name of the person(s) injured, position title, contact number, nature of injury, treatment etc. |   |
| <b>Description of Environmental Damage</b><br>Include nature of damage, volume/quantity of spillage, duration of exposure etc.          |   |
| <b>Description of Property Damage</b><br>Include type of property, extent of damage, estimated value of damage etc.                     |   |
| <b>Description of Other Consequences</b><br>Include impact on other parties etc.  |   |
| <b>Witness (Include name, position title, contact number of each witness and witness statement(s))</b>                                  | 1.  |
|   | 2.  |
|   | 3.  |
| <b>Sequence of Events Leading to the Incident</b><br>Include a timeline in chronological order  |   |
| <b>Layout of Incident Location or Photographs</b>   |   |

## ANNEX 6

### Other Forms Produced by the Emergency Response Team (ERT)

#### Annex 6.1 – ERT Strategic Objectives and Monitoring Document

| ERT Strategic Objectives                               | Person In-Charge | Target Date | Status<br>(Open, In-Progress, Closed) |
|--|------------------|-------------|---------------------------------------|
| <b>HSSE – Objective:</b>                               |                  |             |                                       |
| Action point 1   |                  |             |                                       |
| Action point 2   |                  |             |                                       |
| <b>OPERATIONS – Objective:</b>                         |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>HR – Objective:</b>                                 |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>COMMUNICATIONS – Objective:</b>                     |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>GOVERNMENT RELATIONS AND COMMUNITY – Objective:</b> |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>LEGAL – Objective:</b>                              |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>FINANCE – Objective:</b>                            |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |



## Annex 6.2 – ERT Meeting/Activity Report

|                                    |  |                       |              |
|------------------------------------|--|-----------------------|--------------|
| <b>SUBJECT:</b>                    |  | <b>DATE:</b>          | <b>TIME:</b> |
| <b>PROJECT/LOCATION:</b>           |  | <b>MEETING VENUE:</b> |              |
| <b>ATTENDEES:</b>                  |  |                       |              |
| <b>PREVIOUS AGENDA:<br/>(Date)</b> |  |                       |              |
| <b>NEW AGENDA:</b>                 |  |                       |              |

### PREVIOUS MINUTES DISCUSSION:

| SUBJECT | KEY POINTS DISCUSSED | ACTIONS TO BE TAKEN | PERSON RESPONSIBLE | TIMELINE | STATUS |
|---------|----------------------|---------------------|--------------------|----------|--------|
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |

### MINUTES:

| SUBJECT | KEY POINTS DISCUSSED | ACTIONS TO BE TAKEN | PERSON RESPONSIBLE | TIMELINE | STATUS |
|---------|----------------------|---------------------|--------------------|----------|--------|
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |

Prepared by: \_\_\_\_\_

Approved by: \_\_\_\_\_  
ERT Commander

### Annex 6.3 – Close-Out Report

| ERT Strategic Objectives  | Status | Details |
|---|--------|---------|
| HSSE –  |        |         |
| OPERATIONS –  |        |         |
| HR –  |        |         |
| COMMUNICATIONS –  |        |         |
| GOVERNMENT RELATIONS AND<br>COMMUNITY –   |        |         |
| LEGAL –   |        |         |
| FINANCE –   |        |         |
| <p>Date: _____</p> <p>Prepared by: _____<br/>ERT Commander</p> <p>Approved by: _____<br/>CMT Director</p> |        |         |

## ANNEX 7

### Forms Used by the Crisis Management Team (CMT)

#### Annex 7.1 – CMT Strategic Objectives and Monitoring Document

| CMT Strategic Objectives                               | Person In-Charge | Target Date | Status<br>(Open, In-Progress, Closed) |
|--|------------------|-------------|---------------------------------------|
| <b>HSSE – Objective:</b>                               |                  |             |                                       |
| Action point 1   |                  |             |                                       |
| Action point 2   |                  |             |                                       |
| <b>OPERATIONS – Objective:</b>                         |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>HR – Objective:</b>                                 |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>COMMUNICATIONS – Objective:</b>                     |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>GOVERNMENT RELATIONS AND COMMUNITY – Objective:</b> |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>LEGAL – Objective:</b>                              |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |
| <b>FINANCE – Objective:</b>                            |                  |             |                                       |
|  |                  |             |                                       |
|  |                  |             |                                       |

## Annex 7.2 – CMT Meeting/Activity Report

|                                    |  |                       |              |
|------------------------------------|--|-----------------------|--------------|
| <b>SUBJECT:</b>                    |  | <b>DATE:</b>          | <b>TIME:</b> |
| <b>PROJECT/LOCATION:</b>           |  | <b>MEETING VENUE:</b> |              |
| <b>ATTENDEES:</b>                  |  |                       |              |
| <b>PREVIOUS AGENDA:<br/>(Date)</b> |  |                       |              |
| <b>NEW AGENDA:</b>                 |  |                       |              |

### PREVIOUS MINUTES DISCUSSION:

| SUBJECT | KEY POINTS DISCUSSED | ACTIONS TO BE TAKEN | PERSON RESPONSIBLE | TIMELINE | STATUS |
|---------|----------------------|---------------------|--------------------|----------|--------|
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |

### MINUTES:

| SUBJECT | KEY POINTS DISCUSSED | ACTIONS TO BE TAKEN | PERSON RESPONSIBLE | TIMELINE | STATUS |
|---------|----------------------|---------------------|--------------------|----------|--------|
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |
|         |                      |                     |                    |          |        |

Prepared by: \_\_\_\_\_

Approved by: \_\_\_\_\_  
CMT Director

## ANNEX 8

### Public Statements Aimed at Stakeholders

#### Annex 8.1 - Initial Public Statement for various incidents

\*to be delivered by authorized spokesperson or authorized personnel ONLY

##### **ENGLISH VERSION:**

An incident occurred at the (project) at (time), (date).

**Depending on situation or if ongoing:** Based on the information we have initially gathered, this what we know..

Fact 1

Fact 2

##### **Depending on the situation:**

Safety is our number one priority. we are doing (steps/measures) to protect (workers, public).

We currently are still in the process of determining the cause as well as the extent of this incident in coordination with (investigating agency/government agency).

**Optional:** To date, we have achieved (number of manhours) safe manhours since we started construction.

We sincerely apologize for the (inconvenience) this isolated incident may have caused.

**Optional:** We want to assist the media, however, we are unable to grant access to the site as of this time.

The Company is committed to the safety and well-being of its stakeholders especially its employees, subcontractors, laborers, the public and the environment.

We will try to release updates as soon as we know of latest relevant details on this incident. Thank you.

##### **FILIPINO VERSION:**

May nangyari pong insidente sa (project) kaninang (oras), (petsa)

**Depending on the situation or if ongoing:** Base sa inisyal na impormasyon na natanggap namin...ito ang kasalukuyan naming alam:

Fact 1

Fact 2

##### **Depending on the situation or if ongoing:**

Mahalaga po sa amin ang Kaligtasan ng aming mga empleyado at ng publiko, kaya't (insert steps/measures to protect them).



Kasalukuyan po naming inaalam ang iba pang detalye tungkol sa insidente, katuwang ng pagsisiyasat ng mga otoridad(insert investigating agency).

**Optional:** Sa ngayon, nasa (number of manhours) na po ang safe manhours namin mula nang mag-umpisa ang proyekto.

Humihingi po kami ng paumanhin sa publiko sa pangyayari na isang isolated incident.

**Optional:** Gusto man po naming tulungan ang media pero di pa po pwedeng pumasok sa project site habang naroroon pa ang EPRT at mga imbestigador.

Lagi pong prayoridad ng kumpanya ang kaligtasan at kaayusan sa anumang proyekto...mula mga empleyado, subcon kasama ang publiko at an gating kapaligiran.

Makakaasa po kayo ng mga karagdagdang impormasyon oras na dumating ang iba pang importanteng detalye. Maraming salamat po.

## **Annex 8.2 – Script for Unauthorized Personnel regarding various incidents**

### **ENGLISH VERSION:**

Apologies but I am not authorized to speak for the Company.

Kindly give me your name, affiliation and contact details.

Our authorized personnel will get in touch with you as soon as possible to provide the information you seek.

### **FILIPINO VERSION:**

Pasensya po pero di po ako awtorisadong magsalita para sa kumpanya.

Hingin ko na lang po ang inyong pangalan, ang inyong ahensya o kumpanya at inyo pong contact details gaya po ng celfone, landline o email address.

Makikipag-ugnayan po sa inyo ang mga kasamahan naming awtorisadong magsalita o may hawak ng impormasyon.

Salamat po.